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The significance of analyzing the corporate culture of an organization is essential when adopting a new management philosophy, like Total Quality Management (TQM), or restructuring the organization during a time of downsizing, hiring freezes, and uncertainty in the future of military healthcare. Corporate culture comprises the established ways of thinking and doing things in the organization and includes the organization's policies, rules, and procedures; its customs and practices; its shared values and belief systems; its traditions and assumptions; and the nature of the language used to communicate throughout the organization (Jacques & Clement, 1991). The U.S. Army has basic corporate values; however, each subordinate organization must develop its own unique value system.

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A Graduate Management Project Proposal

Submitted to the Faculty of

Baylor University

In partial fulfillment of

the requirements for a

Masters of Health Care Administration

CPT Corwin N. Harper, MS

15 July 1993

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Abstract

The significance of analyzing the corporate culture of an organization is essential when adopting a new management philosophy, like Total Quality Management (TQM), or restructuring the organization during a time of downsizing, hiring freezes, and uncertainty in the future of military healthcare.

Corporate or organizational culture has several definitions. Corporate culture comprises the established ways of thinking and doing things in the organization and includes the organization's policies, rules, and procedures; its customs and practices; its shared values and belief systems; its traditions and assumptions; and the nature of the language used to communicate throughout the organization (Jacques & Clement, 1991). U. S. Army Management Engineering College (USAMEC) (1993) also defines organizational culture as a set of beliefs values, attitudes, philosophies of the human environment, and a set of common habits. The U. S. Army has basic corporate values; however, each subordinate organization must develop its own unique value system.

The methodology to be used to analyze the organizational culture at this headquarters will be quantitative and qualitative through the use of the Quality and Productivity Self-Assessment Guide for Defense Organizations. The methodology and research will focus on managing change, leadership, teamwork and the management of a diverse workforce, and developing a corporate culture.

The anticipated findings based on the assumptions of this researcher show the lack of a succinct and defined corporate culture, communication breakdown, an absent system/structure for quality improvement and a lack of direction of the organization during a time of multiple changes and conflicting environmental factors.

This Graduate Management Project utilizes an organizational assessment that can be used periodically to analyze the organization and determine the climate and problem areas during times of flux and change. This assessment tool can be utilized at all levels of the organization to facilitate the implementation of a new management philosophy.

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INTRODUCTION

The impetus for conducting an organizational assessment to check the temperature of the organization was prompted during my rotations through the offices of the deputy chiefs of staff and directorates of Headquarters, U.S. Army Health Services Command (HQ HSC). Many of the staff members, especially the civilian workforce, expressed a great amount of uncertainty, fear, and a basic lack of knowledge about the status of HQ HSC and the significant changes for improvement and restructuring. There are many projects ongoing at HQ HSC to include an organization design study based on the stratified systems theory of Jacques and Clement and the implementation of TQM. As a precursor to developing a strategy for improvement, many organizations that have introduced TQM have conducted in-depth assessments targeted at identifying the existing culture and management style of the organization.

The three leaders of TQM, Juran, Crosby, and Deming differ in philosophy; but, they do carry ten basic common concepts that are a must to the

implementation and success of TQM. These concepts are: 1) top management leadership commitment, 2) corporate framework for quality, 3) transformation of current culture, 4) quality education and training, 5) continuous improvement in quality, 6) the role of the customer, 7) focus on system improvement, 8) measurement and experimentation, 9) recognition and communication, and 10) quality management processes (Sahney et. al., 1989).

The key to the success of restructuring or adopting a new management philisophy is dependent upon the culture of the organization and effectively communicating the change. This graduate management project evaluates the corporate culture of HQ HSC and evaluates the present strengths and weaknesses of the organization in an attempt to pinpoint specific areas for improvement within work units and the executive staff.

Other forces affecting the change adaptation process are: a) the lack of a cohesive and team effort, b) the compressing of the traditional TQM format into an organization that is very bureaucratic. This creates a hinderance of innovation and creativity

during a time in which creativity is essential. The obvious resistance to change to a new management philosophy, and a total restructuring of the organization have created an atmosphere of chaos, frustration and uncertainty.

Description of the Organization

Headquarters, U.S. Army Health Services Command was established on 1 April 1973 to provide operational oversight for all Army health care across the Continental United States, Alaska, Hawaii, Panama, Puerto Rico, Guam, and Johnston Island. Today, HQ HSC has operational oversight of 37 medical treatment facilities, 41 dental activities, 3 installations, the U.S. Army Environmental Hygiene Agency, and the AMEDD Center & School. The personnel and resources under the responsibility of HQ HSC are over 50,000 personnel with an annual budget in excess of $4.2 billion.

HQ HSC has approxiamately 563 employees composed of 284 military and 279 civilians. The military personnel range in rank from E-4 to O-8. the civilian rank structure goes from GS-3--GM-15. For the purposes of this project, approxiamatly 20% of 563 employees were distributed a survey (112 persons) throughout the

7 major sub-units of the headquarters. A total of 56 civilians and 57 military personnel are surveyed which is 20% of the respective totals of the assigned civilian and military personnel assigned.

Statement of the management problem

The President and the U.S. Army mandate that TQM be implemented at all levels of the organization by 1995-according to the Bush administration. As with any new management philosophy in the federal government, there will be a great amount of resistance from the status quo. The key reason for this resistance lies in the organizational culture, which must be based on the vision, values, and mission of the organization. These three factors change over time, with new administration and leadership. The lack of a well defined and constantly evolving corporate or organizational culture inhibits the change process, inhibits team-building in a diverse workforce, and hinders leadership at HQ HSC during a time of uncertainty, organizational restructuring, and adoption of a new management philosophy.

Literature Review

There is a great amount of literature focusing on organizational culture, the management of change, team-building in a diverse work force, and leadership supporting and adding validity to this management project. The most noteworthy point throughout all of the literature is the simple fact that any organization must develop a corporate culture to survive. Cauthorne-Lindstrom and Tracy (1992) views elements of success for organizational change are: a) a clear vision of the change, b) the culture of the organization is transformed to allow for open and honest communication prior to implementation to any change process, c) the need for a champion or leader to generate enthusiasm, work the political system, to get resources, information support and to be the integrator of the change, and d) the intense and commited involvement of people who must carry out the change.

As organizations go through corporate cultural changes in an effort to build teams and coalitions over the next few years into the 21st century, the overall composition of the workforce is predicted to become more ethnically diverse. The diversity of the workforce is an element of the organizational culture,

becoming increasingly significant to the success of organizations. There are many people from various ethnic and educational backgrounds who can add or take away from the organization. Many organizations seek individuals that display many of the same values and beliefs that are a part of their organization's culture. Employers seek out job candidates that fit the organization and add to the value system (Eubanks, 1990). Employment practices of selecting individuals based upon their value system can have both positive and negative affects on the organization.

A downside of focusing on a particular value system revolves around ethical issues and possible problems with hiring practices. Eubanks (1990) points out the trouble spots that are anticipated by leaders achieving a working environemnt with an effective team include: a) communication, including language and literacy issues, b) cultural awareness and respect, c) organizational culture developmemt, d) career/job evaluation access, and e) workforce preparedness.

The increasing need for employees to be more team oriented is essential for increased productivity and a streamlined business environment. As the melting pot

of America increases with the different people of various ethnicities, organizations are forced to train leaders on how to integrate the various cultures of the pipeline of today's workforce and increase the emphasis on communication skills. According to Eubanks (1990), a prime example is that many men from different cultures may not feel comfortable with a female as their supervisor and they must be trained and oriented to the changing workforce. This acculturation is fundamental to the organization in creating a new corporate culture that will establish a new set of organizational values; simultaneously, meeting the personal needs of the employees. The ultimate goal of leadership will be peak performance in a highly productive and quality organization.

An example of an organization that envisions the need to forecast the workforce demographically is Johns Hopkins (Eubanks 1990). The leadership has planned for at least five years and foreseeing the changes in the organization. At Johns Hopkins, they are focusing on high school students in the local community and educating them on the various opportunities in health care (Eubanks, 1990). Kerfoot (1990) also emphasizes

that developing and celebrating cultural diversity provides the unit with a competitive advantage, the greatest of which will be the opportunity to select from a broad array of availaible talent. Retention will be increased, quality enhanced and productivity increased. Affirming and approaching diversity positively will be a valuable strategy for the future and develop a sense of synergy for the organization (Kerfoot, 1990). The team concept is very important and the ability to handle a diverse workforce will enable better and complete decision making.

The development of an organization's culture can help the management of change in today's society. Change and overcoming the resistance to change is a critical factor to sustain the existence of an organization. Keys to successful change management are embeddied in four major areas: a) potential resistance, b) implementation skills, c) management commitment, and d) the organization's culture and environment (Moore, 1991). These four areas make up a systematic and detailed methodology called (MOC) Managing Organizational Change. Moore (1991) writes that managing change is misconcieved, that it solely

involves psychological testing and concepts about groups. Instead, MOC offers a tool to assist with the management of change of all types at all levels of the organization.

The literature also analyzes the emotional voyage of the change process. Pearlman (1990) views all change like death, and all growth requires a period of grief and depression in which employees must let go of the past. In Pearlman's writings, she refers to Elizabeth Kuebler-Ross' book On Death and Dying analyzing the process of grief, loss of a love one, and the emotional resistance of the change. The ten phases of change which are strikingly similar to the grief process are as follows: a) equilibrium, b) denial, c) anger, d) bargaining, e) chaos, f) depression, g) resignation, h) openness, i) readiness, and j) re-emergence (Pearlman & Takacs, 1990). Organizations must understand that coping with change effectively involves consciously and constructively dealing with human emotions. The generators of change in an organization and the recipients must work together through this emotional voyage of change. The

end result will be a much stronger organization that will be focused on its mission.

The literature also indicates critical elements in managing change: a) hardiness, b) positive outlook, c) commitment, d) control, e) social support, and f) timing (Brown 1990). These critical elements will be discussed later in the recommendations section of this paper.

The literature indicates the pitfalls that must be avoided by the leadership to facilitate the change process that are crucial to the implementation of TQM. According to Gibson (1992) and Eubanks (1992), the six common pitfalls to avoid are as follows: a) impatient leadership, b) mobility of management, c) lack of knowledge by organizational leadership, d) inadequate training plans, e) pushing quantity while preaching quality, and f) inadequate selection of processes for improvement. The bottom line for leadership is for there to be a total commitment to change.

The team building aspect of fostering a corporate culture is inherently linked to the management of a diverse workforce. The literature points out that team building starts at the top of the organization, while

facilitating the enthusiasm, cohesiveness, and attitudes to filter down the organizational hierarchy.

The literature indicates that successful teams have a) a clearly articulated vision, b) value-driven leadership, c) results oriented mentality, d) a willingness to take risks, e) the ability to develop and reinforce group genius, f) a philosophy for winning, and g) high levels of trust (Moskal, 1992). Teams must put away individual goals and avoid "group think", while thinking about the greater good of the organization and all persons involved will get their reward.

Like on any athletic or sports team, the key to success is the leadership and the specialization of the skills of the members of the team working together for a common goal. According to Eubanks (1990), management experts feel that teamwork begins at the top with the senior leadership. Teamwork helps build loyalty and trust with other employees. Teamwork also provides a safety net for successes and failures. Teamwork allows individuals to go beyond the comfort zone and allow for creativity while developing a strong sense of esprit de corps. Teamwork at the top must then be filtered down

throughout the organization. According the literature, large organizations, AT&T, American Airlines, and Microsoft Corp. use sophisticated training programs, like Sportsmind, to challenge the leaders in the organization to form teams through rigorous mental, physical and team cohesion exercises that motivate and challenge leaders (Eubanks, 1992).

Once the leadership has been energized and faced with the teambuilding challenge then it is the task of energizing the rest of the organization to attain that goal. According to Moskal (1992), all organizations have several different types teams/sub teams within their respective organizations like committees, task forces, project management teams, quality management teams, employee involvement teams and autonomous work teams. The challenge for management is to allow those teams to work independently, while keeping the organization's goals in mind. Additionally, these teams must avoid the effects of group think and keep an open climate for discussion, avoid the isolation of the group and bring in a diverse group of people, avoid being too directive and allow various people to take

the opportunity to facilitate, and assign members the role of critical evaluator. (Moskal, 1992).

Dr. Moskal (1992), a leader in team effectiveness, believes in these ten demandments of team effectiveness: a) if you've seen one team --you've seen one team, b) it's not about quality or productivity--it's about people, c) reward and recognize teams first and stars second, d) there are no obstacles only additional opportunities, e) when you jerk the socks on the clothesline the underwear jumps, f) if you own it --you take care of it, g) without structure there is no freedom, h) cross fertilization will create a seamless team--horizontally integrated, i) trust requires predictability and j) provision of benefit and people panic in herds and recover one by one.

These whimsical phrases are interpreted to mean that is the responsibility of leadership to ensure that teams are trusting, open, working on realization and interdependence across a spectrum of horizontal integratation and cultural diversity (Moskal, 1992). Leaders must ensure that teams are more than just groups of people working together to a get a job done, but they must be effective and efficient.

The future of business and, especially, the healthcare industry will be dependent on the increased quality and performance of health care organizations by the utilization of extraordinary teams. According to the literature, these teams must demonstrate the following winning characteristics: a) a focus on vision and goals, b) value driven leadership, c) an orientation toward actions that produce results, d) a willingness to test ideas and select those that produce goal oriented results, e) develop and reinforce group genius, f) a philosophy and game plan for winning, g) ability to identify and link resources, and h) high levels of trust and openness (Eubanks, 1992).

The foundation of any organization is leadership. This pillar of management is critical to the organizational culture; because, the vision and mission are initiated by the leader as that individual sets the tone for the organization and is the example of the organization's culture. The literature points out that the lack of leadership is the ultimate barrier to implementing TQM and defining an organizational culture. The problem areas for leadership are: a) fear of job loss, b) fear of loss of power, c) lack of

support from the top, d) disruption of the status quo, e) the financial cost of change, and f) increased workload (Gibson,1992). Many of these barriers are attributed to the lack of education, training, and experience regarding what TQM is or is not (Gibson,1992). In this changing environment, leadership will be challenged to master change, share the vision throughout the organization, effectively communicate, and administer radical re-engineering of the organization's structure.

The ability for leaders to envision and communicate the future is critical to the growth and survivability of the organization. In the book, Creating Strategic Visions by Charles Taylor, a faculty member and strategic futurist of the U.S. Army War College, Taylor has developed a program that assists with creating and directing executives to have visions. The three primary objectives of this program are: a) to develop an awareness of internal and external hinderances or barriers to creating visions of the future; b) to recognize the need for developing and sharing corporate strategic visions of the future and to instill a desire to create personal visions; and c)

to offer a means or process that each executive can use throughout his or her career for creating strategic visions of the future (Taylor,1990). The greatest facet of this program focuses on the barriers and the Barriers Pyramid, which is a logical and dynamic means to demonstrate tha impact of pervasive individual or organizational attitudes graphically. (See Appendix G) These barriers represent a visual display of personal and group mental dispositions that stand in the way of visioning, creativity, problem solving, and decision making. Ultimately, these blocks epitomize resistance to change (Taylor, 1990). For organizations, this pyramid can enable them to uncover the basic inhibitors to rational and creative thinking.

Leadership is the act of taking people somewhere with an idea--visioning them into the future and then taking them there (Johnson, 1993). According to Johnson (1993), successful leadership depends on the ability to create a vision that is then "painted" for people in terms of the benefits they will experience. The literature also indicates that leaders must be interactive with the staff. Leaders must be out where the action is, work with the organization through the

training, and helping people in their work efforts and enjoying the results of these efforts (Johnson, 1993).

There are several articles and books like McLaughlin and Kaluzny (1990) detailing the requirements or keys to the successful implementation of TQM to include: redefining the role of leaderhip the corporate culture, and management, and the vision of the organization. Additionally, the literature focuses on the modification of the reward system, sharing information from other industries to assist with the change process, setting realistic time expectations, and the realization that implementation TQM is a journey (McLaughlin and Kaluzny 1990). Some of the repetitive examples of the necessary elements or critical factors for a successful implementation of TQM are: a) top management must be vigourously committed to quality and must reveal that commitment through its actions, b) a customer orientation must permeate the organization; the needs and requirements of all customers must be sought; and thc level of customer satisfaction with hospital services must become the focus of all quality improvement efforts, c) teamwork at all levels must be the key to improving processes

and services, d) training in quality management and improvement must be provided at all levels of the organization, e) accountabiliity for quality improvement must be tied to the managers' performance evaluations, f) recognition and incentive programs must be established throughout the organization to reward quality improvements, g) quality specifications must be set in all programs, and inefficiencies/errors must not be tolerated, h) barriers to quality improvements must be reduced or eliminated, and i) personnel must be constantly stimulated to improve quality (Burda, 1989). These nine principles come from a 72 page report, Quality Management for Health Care Delivery, outlining the key principles for implementing a quality improvement process.

The most common leadership trait in all successful leaders and managers is effective communication skills. The inability to clearly communicate the goals and vision of your organization will undermine and disable the most exact and proficient planning. According to John Cook, Chief Communication Officer at USAA, communication should be thought of as a process that serves as a conduit between information and

understanding (Crawford, 1992). Communication must be tailored to the ever changing workforce populations which are culturally diverse and vary with educational backgrounds.

The literature points out that in recent surveys, television (TV) is the only source of news that adults rely on to become aware of worldly information. The circulation of daily newspapers has decreased and these changes are significant in the delivery and media choices that managers choose to communicate their intent and vision. The literature indicates that organizations are living organisms that must be well adaptive to change and flexible. The key to future management successes is effective communication that is well planned and managed for an organzation through a time of change.

According to Scandiffio (1990), the efforts of effective communication are dynamic and critical to the success of an organization and several methods need to be explored before relying on one form of communication. Leaders must develop a style of communication that is effective and comfortable for the leader. According to Scandiffio (1990), there are

several different types of means of communicating to various employees, such as the wheel, chain, and Y networks for the leader to use. The wheel methodology is more centralized and the Y and chain methods allow for information sharing, and lastly, the circle, an all channel mode, allows for the most decentralized mode of communication. The key for leadership is to recognize that there are different methods and modes of communication and the leader needs to able to adjust for the diverse workforce of the future.

According to Scandiffio (1990), corporate culture encompasses the philosophy of the management and the norms of the group. In a more specific sense corporate culture is the concept, philosophy and norms to beliefs and shared values that are acted upon in a group. The corporate culture of an organization can cause problems for many employees and can deter people from wanting to join and become a member of the organization. And the literarture clearly indicates, any shift in new management affecting the corporate culture of an organization will spark a rebellion by the employees.

The greatest nemesis that all organzations face is change. According to Moskal (1992), during change

predictable individuals and organizations/teams will display a great amount of uncertainty, mistrust, self-preservation, an unquenchable need for information, communication problems increase, a decrease in productivity, power struggles, and weak commitment. It is the responsibility of leaders to help organizations to view change as constant and a dynamic journey with no end that may get worse before it gets any better. Change should be viewed as an opportunity and not a threat. Additionally, leaders must make their team members believe that they can be change agents empowered to motivate others to attack the opportunities of change (Moskal, 1992).

Change raises the awareness, increases expectations and raises the levels of ones courage to defy the norm. Commitment is the strength and foundation needed to channel individual and team courage in the direction of opportunity and it provides the staying power that is needed. Appendix F provides a systematic approach to dealing with change comparing the cognitive and emotional mix of change.

A dated piece of literature by Coch and French (1947), is one of the first articles focusing on the

change process and the effects in the workplace. The results of a great experiment conducted by Coch and French in Marion, Virginia at the Harwood Manufacturing Corporation demonstrated that it is possible for management to modify or remove the resistance of groups to change and to have open and effective communication, stimulating group paticipation in planning change. In the study, it was determined that people are inherently resistant to learning new procedures and practices in the workplace, but in approxiamately two weeks after the change previous habits are non-existent.

In an article written by Aird and Sale (1990), they reference the work of Rosabeth Moss-Kanter which focuses on ensuring that all kinds of people at all levels have the opportunity to contribute to solving problems. This allows an organization to make changes and allow employees the freedom to act and be an active part of any change in management philosophy. Aird and Sale (1990) also acknowledge the fact that a long term master plan with a sense of direction and a clear vision is necessary. Broome (1990) views change as good and takes a proactive apporach to dealing with change. Broome also feels that the climate of the

organization must be one of change and self generation. Broome (1990) amplifies the key elements of coping with change are adopting a culture that has commitment, involvement and sustained teamwork of the employees. The involvement of the employees will concentrate on the energy and expertise of the organization along with a well articulated vision.

And lastly, change must be owned by the individual that it is affecting and those creating change. When the culture for change is inherent unexpected catalysts can be productive and this dissonance can be utilized to energize the organization.

The literature focuses on successful organizations that have conducted in depth studies in developing organizational values, a vision and a well understood mission statement. The long range success of organizations adopting TQM is evolving in the literature. From personal experience, I will be able to expound upon the success of two organizations in San Antonio, Texas, United Services Automobile Association (USAA) and Pacificare. These organizations have set a new direction for their respective organizations through the establishment and dedication to the

inherent values of the organization based upon their respective cultures. Pacificare Health Systems was founded in 1978 by the Lutheran Hospital Society of Southern California. This fast growing health care organization consists of Health Maintenance Organizations (HMOs) and the first Medicare at risk contract in California called Secure Horizons. I visited with the employees for three days and found the same common values for the organization are visible and believed by every employee. Each employee has a copy of the vision statement, mission statement and values on their desk. The overall mood of the organization is very positive and there is an atmosphere of quality and caring that is inherent in the core of the organization.

As a part of inprocessing, each employee at Pacificare receives a booklet that clearly articulates the vision--"We are an organization of dedicated people committed to improving the quality of those lives we touch". The values of Pacificare are accountability, continuous improvement, customer driven, empowerment, integrity, people, teamwork, and quality. The corporate culture is both professional

yet relaxed, fast paced and fun emphasizing both teamwork and personal achievement encouraging people to grow. Additionally, Pacificare recruits and hires people with the same inherent values and work ethics as the current employees.

The literature emphasizes how significant it is to bring in personnel at all levels of the organization, Chief Executive Officers to the frontline employee to ensure for the right fit between the personal qualifications and the values that will mesh with the organization's culture. According to the literature, many executive search agencies like Heidrick and Struggles and Kieffer, Ford and Associates spend many hours researching for persons that fit an organization's culture (Bice, 1990). The recruitment of the new leaders is also affected by the educational background, their ability to mesh with the present team of executives and the actual interview process.

The negative aspect of overtly selecting individuals with the same or similar cultural values is embedded in the methodology to obtain the information may be perceived to be unethical. Many times psychosocial tests are used and these tests may later

be used against the employee after they have been hired. These tests also give rise to questions of consent, discrimination, confidentiality, privacy, and fairness. The negative aspect of testing is that such psychological testing might eliminate and repel some extremely qualified and outstanding applicants who disdain such testing on principle (Eubanks,1991).

The opportunity to visit USAA was a very unique experience to visit an organization that had been nominated for the Malcolm Baldridge Award for Quality for the past three years and has been selected as one of the top ten best companies to work for in the United States. USAA has been in existence since 1922 and based in San Antonio with several decentralized branch offices across the country.

According to USAA their Corporate Culture makes them #1. The key to the success and long term existence of USAA has been the strong vision, clearly communicated goals and strong value system that has remained the same since the inception of USAA. The values of USAA are strong and tied to every aspect of the organization, especially in the training, development and the concentrated effort to build strong

management teams and coalitions. USAA has several internal programs and initiatives emphasizing the quality and culture of USAA. USAA belevies that keys to a strong culture are: a) value systems, b) management commitment, c) commitment to customers and employees, and d) innovation. USAA firmly believes that "Excellence is not an act but a habit"-- Aristotle.

USAA's approach to TQM focuses on the following items and facets of management: a) integrate into corporate culture, b) build on existing strengths and infrastructures, c) tailor the language to the audience, d) capitalize on ethic of continuous improvement, e) aggressively learn from others, f) create substance, and g) be patient. One key factor to the rapid success of USAA through the evolution of TQM has been aggressively learning from others. Once a month, USAA sponsors a two-day seminar called the USAA Quality Journey serving to share information concerning TQM, change and the corporate culture of organizations with various local and national businesses in the private and public sector. Lastly, USAA firmly believes that to make change happen several key

measurables must occur: a) the level of dissatisfaction of senior management must be taken into consideration and used as an initial measurement of change, b) a clearly focused goal, c) the effectiveness of the actual change plan, d) the effectiveness of the implementation, e) the willingness of employees to change, f) visible commitment at all levels, and g) change management skills (USAA,1993).

The final literature analysis focuses on the purpose and the need to conduct an organizational assessment. According to Furnas (1990), the reasons for assessing an organization are: a) prior to implementation of TQM an organization needs to take the temperature of the organization to identify the strengths and weaknesses of the organizations and b) an organization that has adopted a TQM program needs to assess the progress on the road to quality improvement. Ideally a pre-TQM assessment should be administered and then at least 6-9 months after full implementation then a another assessment should be administered.

Many of the different tools to assess an organization are employee surveys, interviews, observation by a third party, data collected from

records or audits, and the use of group meetings from all components of the organization. The key is for management to select the best for their organization. According to Furnas (1990), surveys do not provide a direct measure of quality; instead, surveys provide an assessment of the employees perception of quality. With this in mind, a survey can be a critical tool to identify the perception of the organization and measure the organziational culture.

The major negative of conducting a survey is the lack of reporting the results to the organization and acting upon the data. A survey instrument must not only draw the attention of the issues to the employee, but must be utilized as an effective management tool or the employees will become disillusioned and lose confidence in management's commitment to quality.

Another type of survey used to measure the organization's culture is the Organizational Culture Inventory (OCI). Thomas et al., (1990), discusses the utilization of this survey which is designed to quantitatively assess the ways in which organizational members are expected to think and behave in relation to their tasks. This survey instrument will not find an

ideal organizational culture, but it will find various aspects of the organization that need to be changed and assist with the radical development of such change.

Hughes (1990), focuses on the use of third parties to use interactive interviews as a means of assessing the organization. Hughes feels that consultants can uncover the underlying values and assumptions that define the culture of the organization. Hughes (1990) also believes that a strong organizational culture is very important to the success of an organization, because it serves as an integrative function by generating commitment to the goals of the organization by providing a framework for a shared understanding of the meaning of the events that occur. And lastly, Hughes (1990) cites that a strong culture that has been carefully assessed, plays a very important role in those organizations that operate under conditions of high uncertainty and complexity, while achieving outcomes that are difficult to measure.

Purpose

The purpose of this project is to assess the organizational culture of HQ HSC during a time of internal and external environmental change prior to the

implementation of TQM. Additionally, this project will assist with determining the weaknesses and strengths of HQ HSC and what overall approach (organization-wide or pilot) should be used during this time of change. This management project will be utilized as a benchmark for the leadership to determine where to place the emphasis for quality improvement, TQM planning and implementation, identifying the varying needs of different work units within the organization, to assist with the transition through a new organizational structure and redesign, and tracking progress over time.

METHODS AND PROCEDURES

This quantitative and analytical approach to analyzing the corporate culture of HQ HSC will be discussed from a descriptive approach focusing on the mean scores of the executive staff and the overall mean scores of the work units. This Graduate Management Project is designed after the following methodology:

1. During my rotations, an informal interview process with the members of the staff was conducted prompting some discussions about the organizations culture.

2. The Chief of Staff and the Executive Staff were briefed and informed that a pilot study would be conducted. After the pilot study, then the Executive Staff would be surveyed to analyze the climate, processes, tools, and outcomes of the organization.

3. Then the Quality and Productivity Self-Assessment Guide for Defense Organizations focusing on the organizational climate would be conducted in which separate work units would be surveyed and descriptively analyzed to determine the weaknesses and strengths of the organization and work unit.

4. From this analysis, recommendations will be forwarded to the Chief of Staff of HQ HSC based on the literature and the reference guide of the Quality and Productivity Self-Assessment Guide for Defense Organizations.

The organizational climate assessment survey focused on a random sample of (N=112) diverse people from various backgrounds, rank, work units, and pay grade. The number of persons surveyed is 20% of 563 officers, enlisted, and civilian personnel assigned to HQ HSC. The methodology used to determine the sample size for the survey was determined by a stratified

approach in which 20% of the organization would be surveyed. The 6 subunits would be surveyed for a target of 15 people per subunit. Then, the special staff is lumped together and 20% of the special staff is equivalent to 22 people are surveyed.

A pilot survey of 7 persons was conducted on 20 April 1993 to support the need for an organizational assessment. The purpose of the pilot survey is to first analyze the applicability of the survey toward HQ HSC and secondly, determine if the need to conduct an enviromental assessment of the corporate culture of HQ HSC is needed.

Additionally, the pilot study was conducted to determine if the target audience would have any problems with the wording of the questions, identificatation of any anticipated problems and to determine if any revisions neede to be made. A total of 7 surveys were distributed during the pilot survey with a total 6 returned for a 86% response rate.

I have been able to ascertain from the results of the pilot study, that the survey instrument is acceptable and all questions are clearly asked to meet

the needs of this organization for the purposes of an environmental assessment.

The survey instrument will be the Quality and Productivity Self-Assessment Guide for Defense Organizations. For the purpose of this Project both versions 1.0 and 2.0 of the survey instrument were utilized. The pilot study (70 questions) and the Total Survey (215 questions) for the executive staff used version 1.0 and manually scored by the observer. The Organizational Climate Assessment for the 7 workunits used the version 2.0 with 58 questions and the scores were computer generated.

The total survey is primarily for the leadership and Executive Committee of HSC. A total of 15 people were surveyed for the total survey. The total survey analyzes the organization from the leadership perspective as a function of the climate, processes, tools, and outcomes. A major point in this study are the ethical issues associated with any possible retribution from a candid response to a survey in regard to the organization that one works for or affiliated with.

The climate portion of the survey was distributed to 7 subunits throughout HQ HSC. Six of the subunits are as follows: Logistics, Operations, Clinical Services, Resource Management, Personnel, and Information Management. With these 6 units 15 Surveys were distributed per unit. The seventh subunit combined the special staff for the Commander for a total of 26 people to be surveyed. The composition of the combined staffs includes persons from the following services: Dental, Veterinary, Judge Advocate, Command Group, Office of Accident Prevention, Inspector General, Headquarters Company, Provost Marshall, Equal Opportunity, and Public Affairs.

The Executive Staff consisting of all senior military officers and one senior enlisted person that is surveyed included the following individuals:

Position	Rank
Commanding General	O-8
Deputy Commanding General	O-7
Chief of Staff	O-6
Deputy Chiefs of Staff for:	
Personnel	O-6
Resource Management	O-6

Logistics	O-6
Clinical Services	O-6
Operations	O-6
Information Management	O-6
Director of Dental SVC	O-6
Director of Veterinary	O-6
Inspector General	O-6
Public Affairs Officer	O-6
Provost Marshall	O-6
Command Sergeant Major	E-9

A total of 15 surveys were distributed and 13 responses were returned for a response rate of 87%.

The functional relationships for each study are as follows: The organization's climate/culture is a function of the following categories--

Awareness of Strategic Challenge

Vision for the future

Innovation

Quality Policy/Philosophy

Value Systems/Ethics

Top Managment Involvement

Visible Commitment to Goals

Role in Quality Improvement Process

Concern for improvement

System/structure for Quality Improvement

Awareness of Productivity/quality Issues

Attitudes/Morale

Cooperation

Involvement

Perceptions of Work Environment

Social Interactions

Task characteristics

Consequential Constraints

Customer orientation

Communication

A decision rule between means is utilized because the score of 3.50 is not a good measurement as established by this researcher to make clear conclusions for this management project.

The reliabilty and validity of the total and climate surveys have been tested at the DoD level and revisions to this guide have been tested at over 50 organizations throughout DoD. The reliability refers to the consistency of measurement which is a function of the number of questions within a scale and their interrelationships. The most common method of

determining reliability, Cronbach's Alpha, is used in this project. Cronbach's Alpha is based on the internal consistency of scales, the average correlation of items within a scale and is itself a correlation coefficient. All of the data requirements are available on software and will be statistically computed at an alpha range of .70-.98 for the climate survey and .32-.94 for the total survey version 1.0.

The validity of the survey is is never completely proven but it is used to determine if a model is valid over time. In other words, we already have a sound theoretical basis for expecting that climate, processes, and tools do influence the productivity of a work unit and organization.

Expected findings and utility of the results

The expected findings are as follows: a) The primary concern of the personnel assigned to HQ HSC is not on change, but personal, job security, and financial concerns, b) a strong organizational culture is totally absent at this present time, and c) all restructuring and implementation of TQM should be suspended until a specific organizational culture has been developed. These expected findings will establish

a benchmark or significant indicator to the organization and show how far they must go in the change process, while creating an organizational culture.

The results of this research and careful analysis of an organization's culture can provide a framework for the executive staff to set the course of this organization. These results can be used by subordinate units in HSC to question their own organizational culture and develop a plan for fostering a corporate culture.

Weaknesses of survey

There are some evaluation comments limiting the results which include a) clarification of terms leader, work unit, department, organization, and top management, b) some questions are inappropriate for the military, and c) fear of being identified by their respective supervisors to some of the less favorable comments. Other weaknesses of the survey are attributed to the data analysis, data and the mean scores of 3.50 as the standard needs to be evaluated; because, the smaller the sample size the less the probability the scores will be below 3.50.

Ethical considerations

For the purposes of this project and the delicate ethical considerations, the sub units have been identified as work units A-G. Also for the purpose of ethical considerations, I have decided not to breakout the rank structure of the persons surveyed because many of the employees felt that this would easily identify them as a part of the survey, especially in an organization that has very few lower enlisted ranks and company grade officer ranks. The individuals surveyed wanted to feel comfortable expressing themselves in this survey.

Discussion and key ingredients

Prior to the discussion of the results, I would like to point out that I will not closely analyze the individual work units in this graduate management project. I have determined that any comparison between work units will not prove to be significant based on statistics and there will be no interpretation of the 95% confidence interval for the purposes of this graduate project. However, I will use the data in the implementation of TQM in concert with the staff and

focus on the weaknesses and strengths of each work unit.

The response rate for the civilians was 50 out of 56 for a 89% response rate. The response rate for military persons was 52 out of 56 for a response rate of 92.8 %. The total response rate is 91.1% for both military and civilian personnel.

The results of the total guide survey conducted with the executive staff have the following results with discussion of the delinquent areas:

1. Climate:

Results: The overall climate of the executive staff exceeded the target score of 3.50 with a score of 4.78. The only score below 4.00 was the area of system/structure for quality improvement with a score of 3.96. (See Appendix C-1)

Discussion: I deemed that a score of 3.96 for the system/structure for quality improvement needed to be discussed even though the score exceeded the 3.50 target. In many DoD organizations, the traditional stovepiped structure based on functions and specialities is not functional in the quality improvement process. The traditional stovepiped

organization does not allow for processes to go across the organization like the work and demands upon a system are intended. Most staff actions are fully integrative and cross functional, allowing for cross functional teams to perform in a more proficient manner.

2. Processes: (See Appendix C-2).

Results: The processes scores are divided into three areas to include improvement activities, enhancement, and sustainment. The target scores for each of the 22 sub areas is different varying from 1.00-3.50. The results of this portion of the total survey reflect inefficiencies in the area of improvement activities. The results of these scores indicate that the executive staff viewed the organization as being delinquent in four areas: a) (1) productivity/quality emphasis with a score of 1.49 out of 1.70, b) the lack of a clear definition of the goals and objectives for the improvement of customer and service activities with a score of 1.54 out of 1.60, c) the lack of a thorough planning process for customer and service activities with a score of 1.46 out of 1.50, and d) no evaluation to investigate the increase

of salaries or promotions and their affects on the appraisal system with a score of 1.23 out of 1.50.

The areas that need to be monitored as determined by this observer; because, there scores are less than 0.05 points above the target score include: a) the need to ask the opinions of significant staff members in critical diagnosis of problems, b) the lack of an established central focal point for leadership of the effort, c) the nonexistence of a format to ask customers periodically how they feel about the products and services provided, d) the lack of the work units understanding the definition of the quality improvement, long term goals and short term objectives and how performance is measured, and e) the lack of an understanding by the individuals member of the organizations of how the improvement will affect their performance and the unit's mission. (See appendix C-2)

Discussion: The recommended solutions to ensure the effectiveness of quality and productive improvement policies are: a) they must be written, b) contain specific goals and objectives, c) be published and widely disseminated, d) hold people accountable for

success/failures, and e) be taken seriously by organizational members.

The recommended solutions for top management clearly defining the quality and productivity improvement process are as follows: a) a macro definition of quality and productivity improvement is needed with the long term goals and short term objectives that are measurable with performance standards to monitor the progress. The need for performance indicators/standards is critical to the success of the ability to quantify and statistically express areas of significance. Eight commonly recognized standards are: a) efficiency, b)effectiveness, c) timeliness, d) productivity, e) quality, f) innovation, g) quality work of life, and h) financial performance.

A thorough planning process is needed in developing the overall strategic plan or developing plans for specific quality and productivity improvements. Planning can also assist in the following areas: identification of the primary targets for improvement and provide a basis for estimating the resources needed to do the appropriate job. And

lastly, identification of the productivity improvement priorities enabling the establishment of criteria that would allow for the critical areas to be addressed first is a by product of a detailed plan. The last area for discussion focuses on the reward system, the salary, and promotion. This area cannot be directly tied to the quality and productivity process; but, it can be helpful in an evaluation process of any type of performance rating system.

3. Tools Inventory: (See Appendix C-3)

Results: The tools inventory section displayed two areas that need to monitored based on the observers discretion the mean scores were less than 0.10 points above their respective target scores. The areas include: a) assessments and b) measurement/process analysis.

Discussion: The need for in house personnel to conduct a survey is often needed to determine the need for quality improvement and chart the course for improvement. Additionally, the assessment can be used during the change process of an organization and assist with the development of the organization's culture. The measurement and analysis of the data has been

viewed as limited, because of the lack of familiarity with the various tools available such as root cause analysis. Root cause analysis is a method of identifying potential root causes of problems, focusing them down to the most critical causes followed by analysis with one of the following tools: a) fishbone diagram, b) pareto charts, c) statistical process control, d) design experiments, e) staffing studies, and f) statistical performance control. The use of surveys is another way to get organizational members involved in the quality improvement process. Surveys can be used to assess peoples' opinions about the need for quality/productivity improvements, the goals and objectives that are proposed, the data that is being collected, and the outcomes of ongoing quality and productivity improvement efforts.

4. Outcomes: (See Appendix C-3)

Results: The outcomes scores had three areas that were lower than 3.50 suggesting that some improvement is needed in the view of the executive staff. The areas are a) work flow/delays with a score of 3.38, b) facilities with a score of 3.19, and c) the organization/group structure with a score of 3.31.

Discussion: The recommended solutions for work flow/delays suggest that an analysis of work methods and processes may be appropriate in order to focus on common causes of delay. Three areas to consider are: a) assigning people to join quality teams, b) task the teams to use root cause analysis to identify potential causes for delays, and c) teams might identify potential solutions, implement solutions, and track data to determine whether the situation is improving.

The recommended solution for the facilities problem is driven many times by budget constraints; however, creative leaders and managers must regularly review and update the long term schedule of facilities management, and establish a team to prioritize needed improvements.

The recommend solution for the organization/group structure focuses on the shifting of work priorities by restructuring the group. Restructuring an organization can give people the responsibility to make decisions and be flexible, check on information flow-especially between work units and organizations, utilize teams when appropriate, and assign a quality team to investigate significant problem areas.

Personal Opinion: The primary focus of the work flow delays at HSC is centered on the correspondence system. The correspondence that is created in the headquarters is our primary product and often times suspenses are held in the viscious cycle for 30 days, bouncing from office to office.

The facilities are a part of morale within the organization that the lighting and external factors affect the work environment of the organization. And lastly, the irony of the AMEDD going through a massive reorganization may have a direct reflect on the results of the executive staff feeling the need of restructuring and a change in work priorities.

Additionally, areas of concern that need monitoring as determined by the observer based on the mean scores less than 0.50 above the target score are a) the amount of waste and b) the availability of tools and equipment.

Comparison of climate scores

Results: (See Appendix D) The comparison of the overall mean climate scores between the executive staff and the overall HQ HSC survey reveal that there is a great disparity between the perception of the executive

staff and the overall HQ HSC. The yardstick for the comparison is based upon the standard 3.50 scale of the survey. I later determined for the purposes of this survey that any difference of 0.50 or greater and any score below 4.00 would prove to be critical.

The only area that both groups agree that there is a slight problem, with mean scores of 3.96 for the executive staff and 3.66 for the overall HQ HSC score, is the system/structure for quality improvement. The categories of major significance in descending order based upon their total climate scores are:
a) strategic focus, b) customer orientation, c) the attitude of the workforce, d) the leadership and management, and e) communications.

Discussion: The strategic focus category is the number one positive area of agreement in this comparison. A suggested reason is because of the recent Commander's Call in which the strategic vision was articulated to the entire organization. Also, the organization design study recommends that the new HSC will be working on a strategic level, instead of the present operational level. The most negative subcategories for comparison are: a) the

rewards/recognition, b) the lack of innovation, c) no quality policy, d) the abscence of leader and supervisory involvement, e) commitment to goals, f) a clear understanding of their roles, g) concern for improvement, and h) no system or structure for quality improvement, i) the lack of awareness of productivity/quality issues, and j) poor attitudes among the workforce, little or no cooperation, no teamwork or involvement, social interaction is poor, identifiable task characteristics are hidden.

Opinion: These great differences in the sub areas tells this observer that the executive staff either does not communicate with their employees or they are out of touch with reality on how the organization really feels during this time of change. Until these mean scores, reach a smaller delta their will be a great numnber of obstacles to overcome in implementing TQM, change, corporate culture, and the restructuring of an organization.

Critical Areas for Improvement

Teams create synergy and expand the expertise in addressing the issues while providing different perspectives involving a complex issue. Teams also

foster cooperation and esprit de corps and ownership and loyalty. Lastly teams must be chartered interdependent, committed, and accontable.

Leaders must promote the changing culture by promoting feedback on quality pride in work, teamwork, reduce fears and eliminate barriers to doing quality, promote basic cultural values, lead in the continuous training, and education and set the tempo for the change. Rewards and recognition for improvement must take place while providing all of the resources needed to promote the change.

Organizational cultural change will not come easily, it requires long term commitment, re-education, sacrifices, and detailed planning and support from the top levels of management. Leaders expecting commitment and compliance from the employees in a new structure, must be aware of their personal needs. The alteration of people's behavior will ultimately affect their culture as well as ordering change. This action acknowledges the fact that people are the central focus of change and not the goals or procedures. Employees must internalize the change and accept, not react to the demands of leadership. Leaders must exert

consistent and persistent pressure resulting in new teams that will increase productivity.

The mission statement must be clear and understandable and brief enough for members to keep in mind. Simultaneously, the mission statement must be broad enough to allow flexibility in implementation, but not so broad as to permit a lack of focus while reflecting attainable goals. The mission statement must be consistent with the values beliefs and philosophy of both the organization and the individual.

The vision statement must be compelling enough to create a unified team identity, challenging and do able enough to be achieved. Visions should come from the heart with a personal touch and be able to recognize who the author is that is radical and risky.

And finally, the values are a set of beliefs shared by a majority of the organization defining the organization's culture determining organization's satisfaction and achievement levels.

OVERALL RECOMMENDATIONS

I recommend that every employee have a copy of the mission and vision statements and values of the organization displayed on their desk and on a business

card to pass out through the organization. During this time of great organizational change, I think a employee suggestion program be instituted that is not as cumbersome and formal as the Army program. The title program would be the Employee Suggestion Program Network (ESPN) this would facillitate open lines of communication that would help the command group in trying to implement TQM and organization structural change.

I recommend that a culture be created at HQ HSC in which information is shared between all elements of the staff and there is an atmosphere in which people can make mistakes and get support from their teammates. People within the organization must be willing to admit that they are wrong in order for quality to improve.

And lastly, there are some significant areas to avoid in implementing TQM. These areas are: a) do NOT use TQM as solely as a budget cutting tool or productivity program, b) do not conduct mass training without having the structure and support system set up, c) do not overemphasize the technical tools over the management and leadership issues, d) impatient and

hasty decisions, e) instead of resisting to change; see the positive aspects of change.

In the federal sector, we always talk about being flexible and we can always change; however, in the TQM initiatives of today that statement is not true. As a whole the AMEDD and HQ HSC are organizations that are very resistant to change but do not mind changing the world of other people.

My recommendation for the overall approach of implementing TQM would be to combine the organization and pilot approaches. First, focus on educating the philosophy across the entire organization and then implement with the pilot approach. The actual implementation would utilize the results of this survey and other assessment tools and focus on the varying differences across the work units within the organization. With this approach early victories can galvanize support and create enthusiasm and early failures can create lessons learned. The pilot approach can used to model the TQM implementation across the organization.

The greatest achievement from conducting an assessment and fostering a new culture is to motivate

people, sharing of information, reducing the bureacracy, fostering innovation, creating a trusting and open work environment, and lastly making the work environment fun.

Future research is needed at HQ HSC within the next six months and after the major organization structure changes take place. Additionally, I would conduct a research project that focused on comparing the civilian perspective to the military perspective.

CONCLUSION

Everything begins and ends with leadership and over 50% of organizational effectiveness is a result of leadership. Martin Luther King, Jr. can be quoted as saying " If you want to move people, it has to be toward a vision that is positive for them, that taps important values, that gets them something they desire, and it has to be presented in a compelling way that they feel inspired to follow." If we take the key nuggets of that quote and embellish basic management and leadership practices with teamwork, integrity and our inherent value system we can have a quality HQ HSC.

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COMPARISON OF OVERALL MEAN CLIMATE SCORES

Organization: HQ, U.S. Army Health Services Command

If any score is lower than or equal to 3.50, it means that some practices typically considered helpful for quality and/or productivity may be absent in your organization. You may want to review the actions/suggestions under the Ideas and Sources option.

Area Category Subcategory	Exec Staff	Overall HQ HSC
Awareness of Strategic Challenge	4.60	4.96
Vision for the Future	4.40	4.06
Innovation	4.42	3.91 *
Quality Policy/Philosophy	4.70	4.91
Value Systems/Ethics	4.82	4.47
Strategic Focus	4.59	4.35
Leader's Involvement	5.02	3.88 *
Leader's Visible Commitment to Goals	4.79	4.14 -
Supv's role in Quality Improvement	5.00	4.18 -
Supv's concern for Improvement	4.61	3.95 *
System/structure for Quality Improvement	3.96	3.66 *
Leadership and Management	4.76	3.99 *
Awareness of Productivity/Quality Issues	4.46	3.84 *
Attitudes/Morale	5.25	4.49 -
Cooperation	4.60	4.03 -
Involvement	5.04	4.25 -
Perceptions of Work Environment	4.77	4.40
Social Interactions	5.15	4.45 -
Task Characteristics	4.82	4.11 -
Rewards/Recognition	5.04	3.75 *
Work Force	4.91	4.12 -
Customer Orientation	5.27	4.21 -
Communications	4.66	3.66 *
Climate	4.78	4.13 -

Number of Questionnaires: 13 Executive
102 Overall HQ HSC

(- means greater than 0.5 difference between the means)
(* means one of the mean scores is less than 4.00)

PROCESSES SCORES

Copy the result for each category to the spaces below. After you have placed your scores in the appropriate spaces, please refer to the adjacent column for score interpretation. Next to each category, if your score is lower than or equal to the target score, you may want to review the actions/suggestions on the page listed next to the target.

CATEGORY	MEAN SCORE	TARGET SCORE	PAGE NUMBER	
1) Diagnosis	1.52	1.50	42	-
2) Diagnosis	1.72	1.50	43	
1) Productivity/Quality Emphasis	1.49	1.70	44	*
2) Productivity/Quality Emphasis	1.58	1.55	45	-
Customer/Service Activities	1.62	1.60	46	-
1) Definition	1.54	1.60	47	*
2) Definition	3.54	3.50	51	-
3) Definition	3.54	3.50	52	-
1) Planning	1.46	1.50	53	*
2) Planning	1.78	1.50	54	
Organizational Streamlining	4.08	3.50	55	
Investment/Appropriate Technology	4.51	3.50	56	****
Methods/Process Improvement	4.64	3.50	57	
1) People-Oriented	4.40	3.50	58	
2) People-Oriented	2.03	1.40	59	
3) People Oriented	4.62	3.50	62	
Measurement	1.63	1.50	63	
1) Feedback	1.64	1.40	64	
Evaluation	1.65	1.50	65	
2) Feedback	1.23	1.00	66	
1) Reward Systems	1.68	1.50	67	
2) Reward Systems	1.23	1.50	68	*

(- means scores with a difference less than 0.05)
(* means scores lower than the target scores)
**** Innovation and technology improvement

13 surveys of the Executive Staff
NOTE: The page number column is used to assist in locating ways to improve a particular area that may be deficient. These page numbers are located in the reference manual that accompanies the Quality and Productivity Self-Assessment Guide for Defense Organizations.

TOOLS INVENTORY SCORES

Copy the result for each category to the spaces below. After you have placed your scores in the appropriate spaces, please refer to the adjacent column for score interpretation. Next to each category, if your score is lower than or equal to the target score, you may want to review the actions/suggestions on the page listed next to the target.

CATEGORY	MEAN SCORE	TARGET SCORE	PAGE NUMBER	
Assessments	1.36	1.30	69	-
Definition	1.86	1.50	70	
Measurement/Process Analysis	1.56	1.50	72	-
Awareness/Communication	1.65	1.50	78	
Organizational Development	1.76	1.50	79	

(- means the mean score is less than 0.75 difference from the target score)

13 surveys from the Executive Staff

NOTE: The page number column is used to assist in locating ways to improve a particular area that may be deficient. These page numbers are located in the reference manual that accompanies the Quality and Productivity Self-Assessment Guide for Defense Organizations.

OUTCOMES SCORES

Copy the result for each category to the spaces below. If any score is lower than or equal to 3.50 you may want to review the actions/suggestions on the page listed next to your score.

CATEGORY	MEAN SCORE	PAGE	
Work Flow/Delays	3.38	80	*
Waste	3.65	81	-
Tools/Equipment	3.88	82	-
Staffing	4.42	83	
Facilities	3.19	84	*
Training	4.96	85	
Supplies/Parts	4.58	86	
Organization/Group Structure	3.31	87	*
Quality	4.38	88	
Quantity	4.50	89	
Reliability	4.62	90	

(- means less than 0.50 difference from the target score)
(* means less than the target score)

13 surveys from the Executive Staff

Note: In order to improve outcome scores, many of the actions/suggestions presented in the earlier sections (pages 21-79) could be applied. A few specifics ideas are presented on the above listed pages.

NOTE: The page number column is used to assist in locating ways to improve a particular area that may be deficient. These page numbers are located in the reference manual that accompanies the Quality and Productivity Self-Assessment Guide for Defense Organizations.

COMPARISON OF OVERALL MEAN CLIMATE SCORES

Organization: HQ, U.S. Army Health Services Command

If any score is lower than or equal to 3.50, it means that some practices typically considered helpful for quality and/or productivity may be absent in your organization. You may want to review the actions/suggestions under the Ideas and Sources option.

Area Category Subcategory	Exec Staff	Overall HQ HSC
Awareness of Strategic Challenge	4.60	4.96
Vision for the Future	4.40	4.06
Innovation	4.42	3.91 *
Quality Policy/Philosophy	4.70	4.91
Value Systems/Ethics	4.82	4.47
Strategic Focus	4.59	4.35
Leader's Involvement	5.02	3.88 *
Leader's Visible Commitment to Goals	4.79	4.14 -
Supv's role in Quality Improvement	5.00	4.18 -
Supv's concern for Improvement	4.61	3.95 *
System/structure for Quality Improvement	3.96	3.66 *
Leadership and Management	4.76	3.99 *
Awareness of Productivity/Quality Issues	4.46	3.84 *
Attitudes/Morale	5.25	4.49 -
Cooperation	4.60	4.03 -
Involvement	5.04	4.25 -
Perceptions of Work Environment	4.77	4.40
Social Interactions	5.15	4.45 -
Task Characteristics	4.82	4.11 -
Rewards/Recognition	5.04	3.75 *
Work Force	4.91	4.12 -
Customer Orientation	5.27	4.21 -
Communications	4.66	3.66 *
Climate	4.78	4.13 -

Number of Questionnaires: 13 Executive
102 Overall HQ HSC

(- means greater than 0.5 difference between the means)
(* means one of the mean scores is less than 4.00)

Consolidated Work Force Scores

Organization: HQ, U.S. Army Health Services Command
Work Unit: A

If any score is lower than or equal to 3.50, it means that some practices typically considered helpful for quality and/or productivity may be absent in your organization. You may want to review the actions/suggestions under the Ideas and Sources option.

Area / Category / Subcategory	Mean	Standard Deviation	95% Confidence Interval	
Awareness of Strategic Challenge	4.92	0.23	4.77	5.08
Vision for the Future	3.94	0.95	3.30	4.58
Innovation	4.23	1.13	3.47	4.98
Quality Policy/Philosophy	3.97	1.10	3.23	4.71
Value Systems/Ethics	4.36	0.67	3.91	4.82
Strategic Focus	4.29	0.68	3.83	4.74
Leader's Involvement	4.09	1.02	3.40	4.78
Leader's Visible Commitment to Goals	4.36	0.89	3.77	4.96
Supervisor's Role in Quality Improvement	4.67	0.86	4.09	5.24
Supervisor's Concern for Improvement	4.39	0.83	3.84	4.95
System/Structure for Quality Improvement	3.82	0.98	3.16	4.48
Leadership and Management	4.30	0.83	3.74	4.86
Awareness of Productivity/Quality Issues	4.14	1.21	3.33	4.95
Attitudes/Morale	4.94	0.71	4.46	5.42
Cooperation	3.76	1.14	2.99	4.52
Involvement	4.68	0.87	4.09	5.27
Perceptions of Work Environment	4.97	0.57	4.59	5.35
Social Interactions	5.00	0.89	4.40	5.60
Task Characteristics	4.67	0.68	4.21	5.13
Rewards/Recognition	4.24	1.31	3.36	5.12
Work Force	4.51	0.69	4.05	4.98
Customer Orientation	4.23	0.75	3.73	4.73
Customer Orientation	4.23	0.75	3.73	4.73
Communications	4.21	0.81	3.67	4.75
Communications	4.21	0.81	3.67	4.75
Climate	4.37	0.64	3.94	4.80

Number of Questionnaires: 11

As of: 05/19/93

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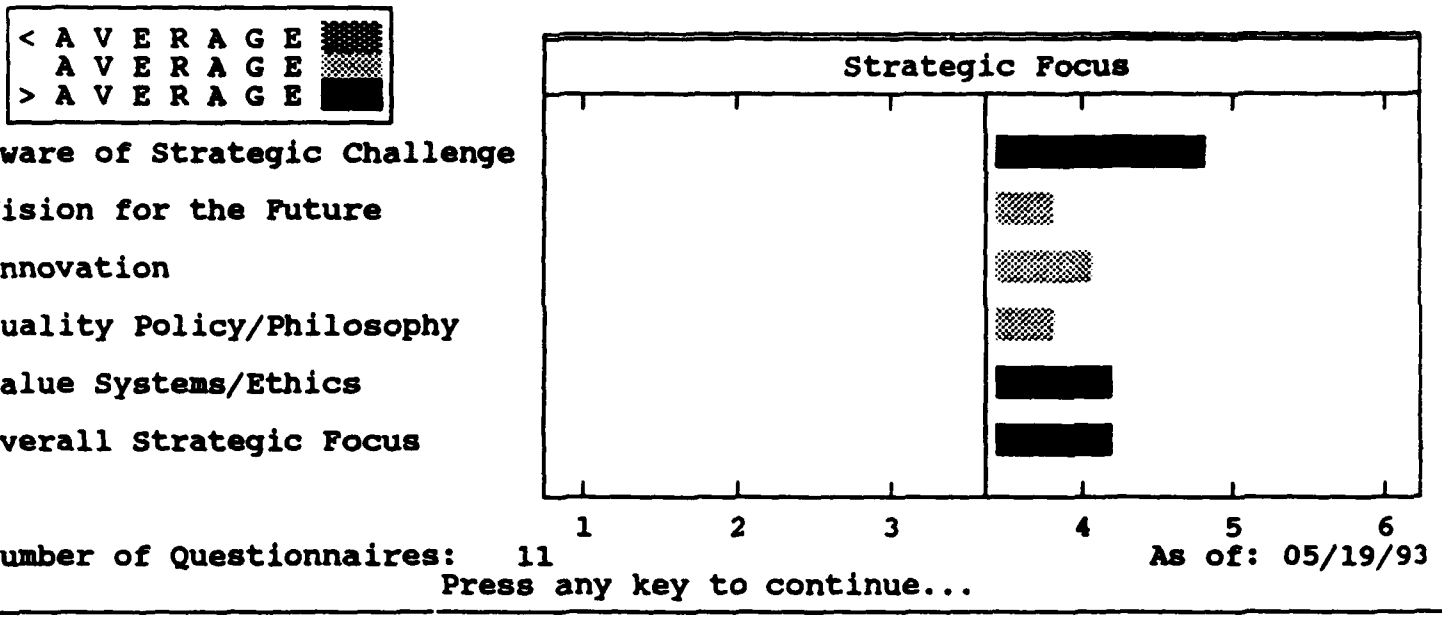

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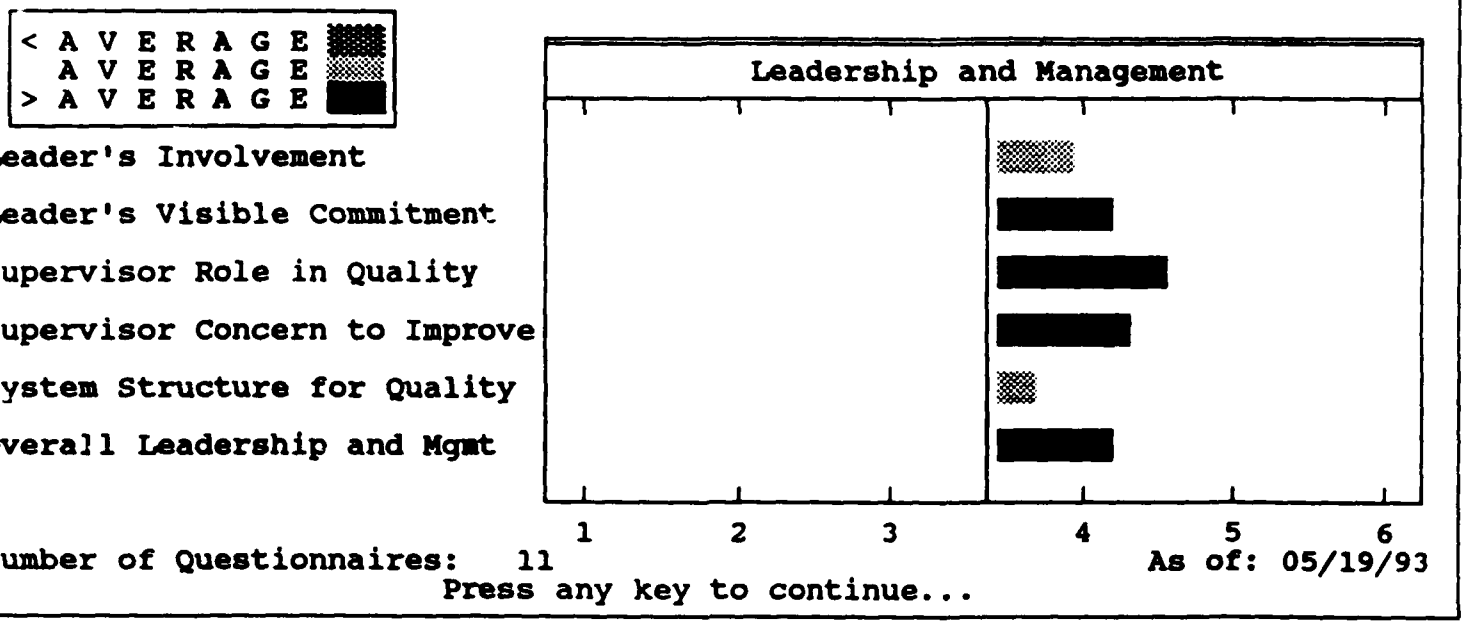

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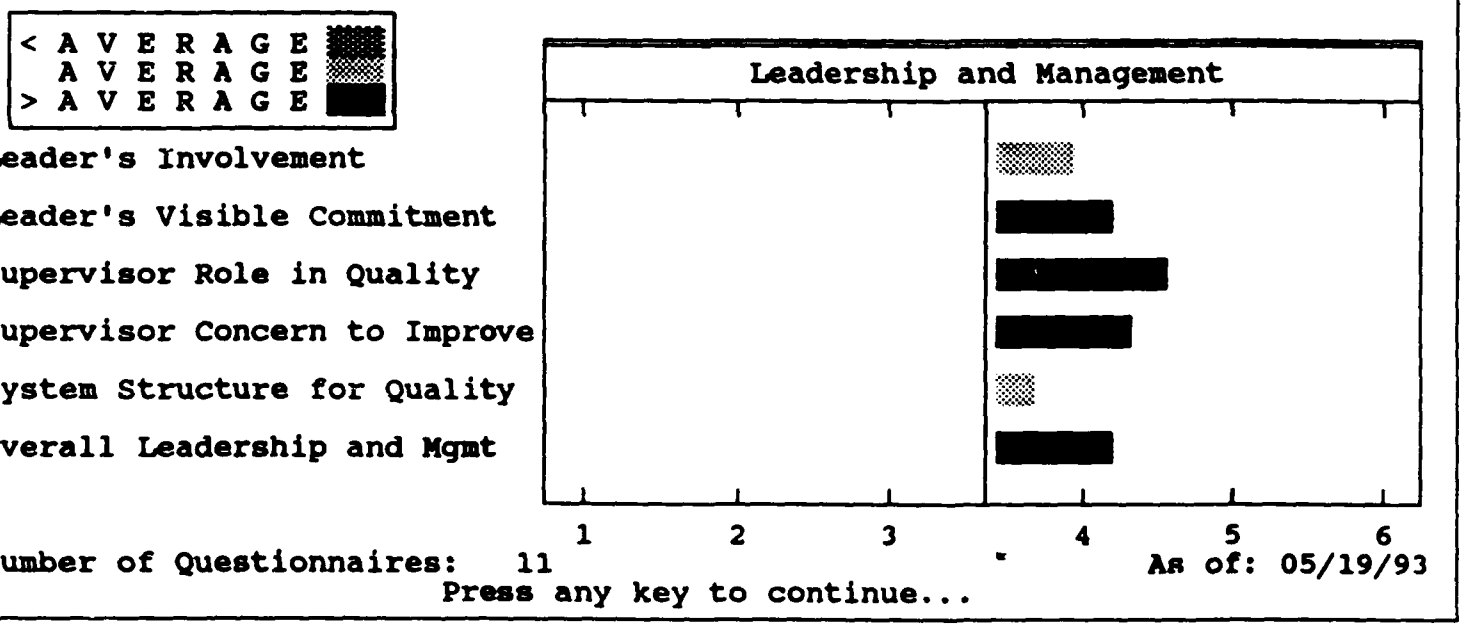

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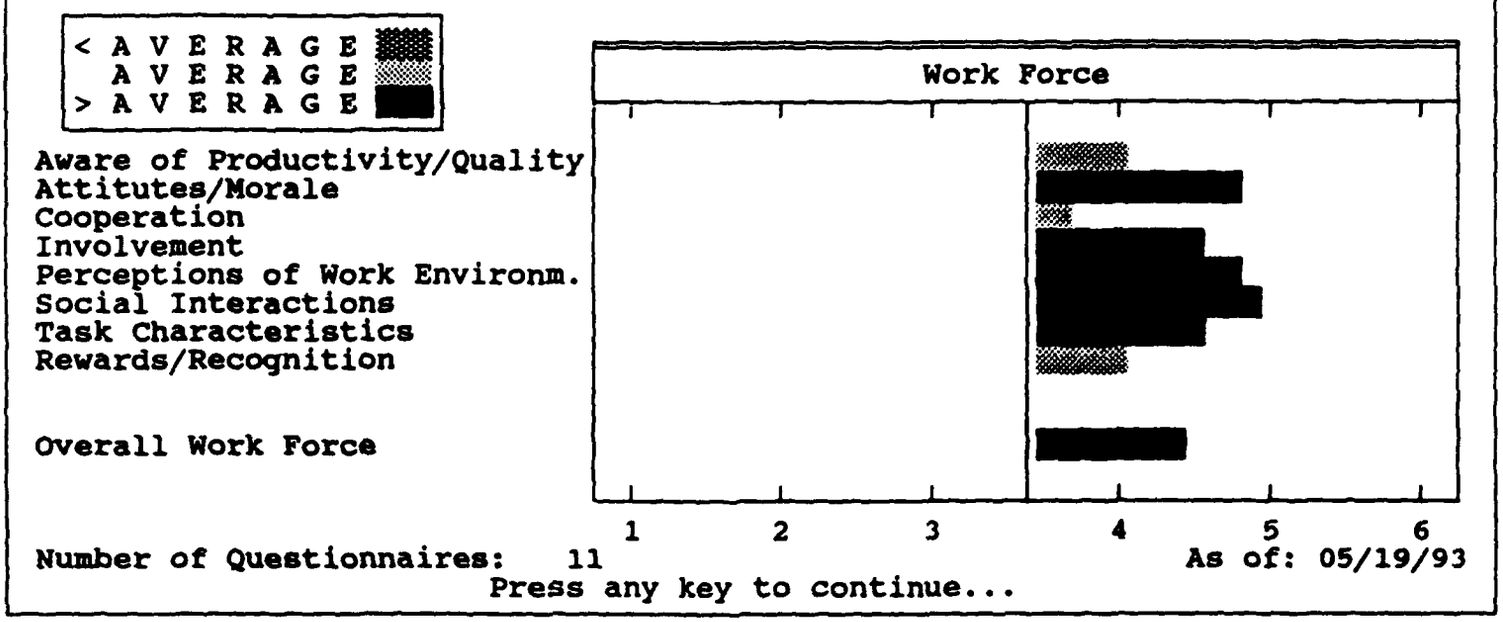

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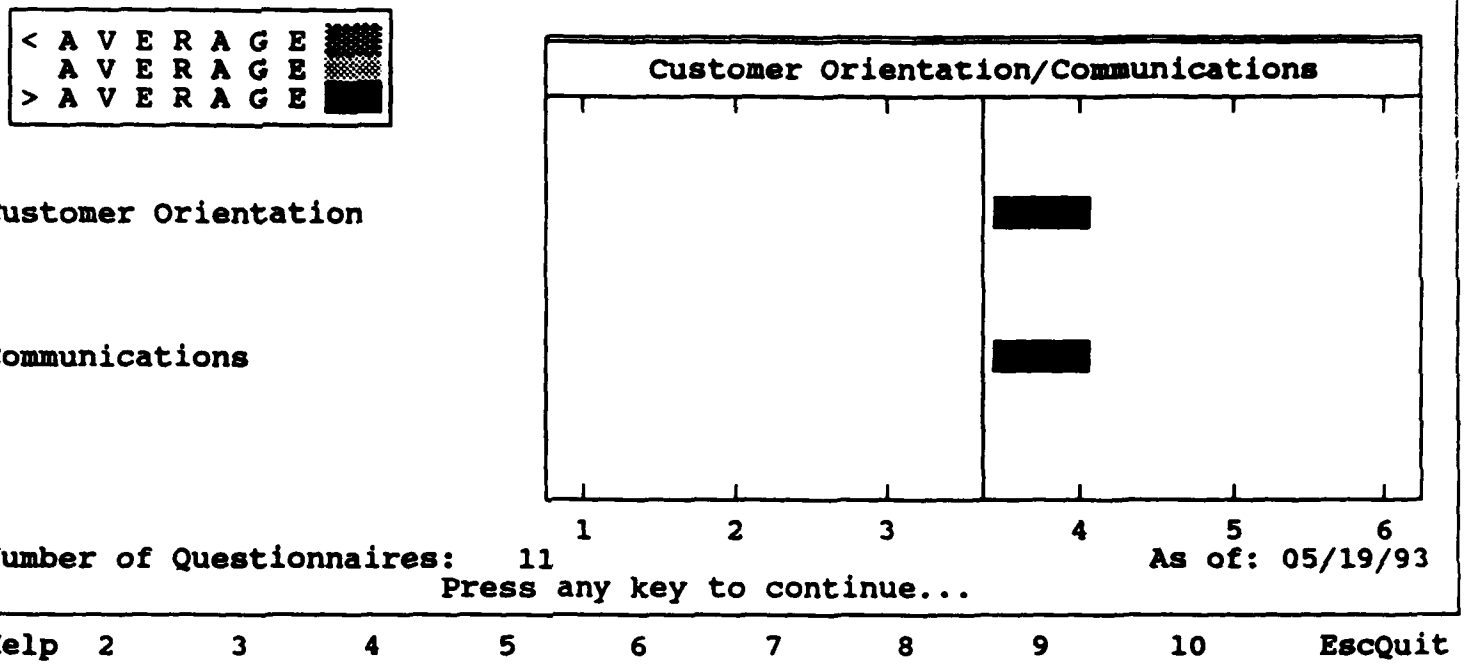

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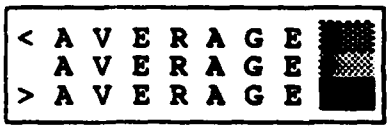

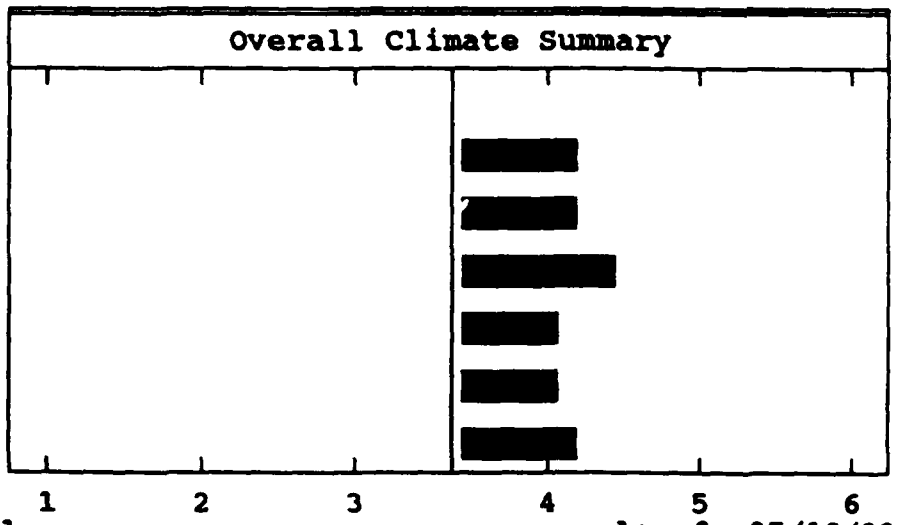

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Consolidated Work Force Scores

Organization: HQ, U.S. Army Health Services Command
Work Unit: B

If any score is lower than or equal to 3.50, it means that some practices typically considered helpful for quality and/or productivity may be absent in your organization. You may want to review the actions/suggestions under the Ideas and Sources option.

Area / Category / Subcategory	Mean	Standard Deviation	95% Confidence Interval	
Awareness of Strategic Challenge	5.14	0.80	4.82	5.46
Vision for the Future	4.51	0.91	4.15	4.88
Innovation	4.08	1.32	3.54	4.61
Quality Policy/Philosophy	4.28	1.10	3.84	4.73
Value Systems/Ethics	4.42	1.25	3.92	4.93
Strategic Focus	4.52	0.93	4.14	4.89
Leader's Involvement	4.01	1.35	3.47	4.56
Leader's Visible Commitment to Goals	4.28	1.11	3.84	4.73
Supervisor's Role in Quality Improvement	4.28	1.36	3.72	4.84
Supervisor's Concern for Improvement	4.23	1.33	3.69	4.77
System/Structure for Quality Improvement	3.96	1.47	3.37	4.56
Leadership and Management	4.18	1.18	3.71	4.66
Awareness of Productivity/Quality Issues	4.27	1.35	3.72	4.81
Attitudes/Morale	4.69	1.22	4.20	5.18
Cooperation	4.32	1.38	3.76	4.88
Involvement	4.52	1.33	3.98	5.06
Perceptions of Work Environment	4.35	1.15	3.88	4.81
Social Interactions	4.54	1.50	3.93	5.15
Task Characteristics	4.35	1.11	3.90	4.80
Rewards/Recognition	4.07	1.32	3.53	4.60
Work Force	4.36	1.10	3.91	4.80
Customer Orientation	4.37	1.19	3.88	4.85
Customer Orientation	4.37	1.19	3.88	4.85
Communications	4.06	1.41	3.46	4.65
Communications	4.06	1.41	3.46	4.65
Climate	4.34	1.04	3.92	4.76

Number of Questionnaires: 26

As of: 05/22/93

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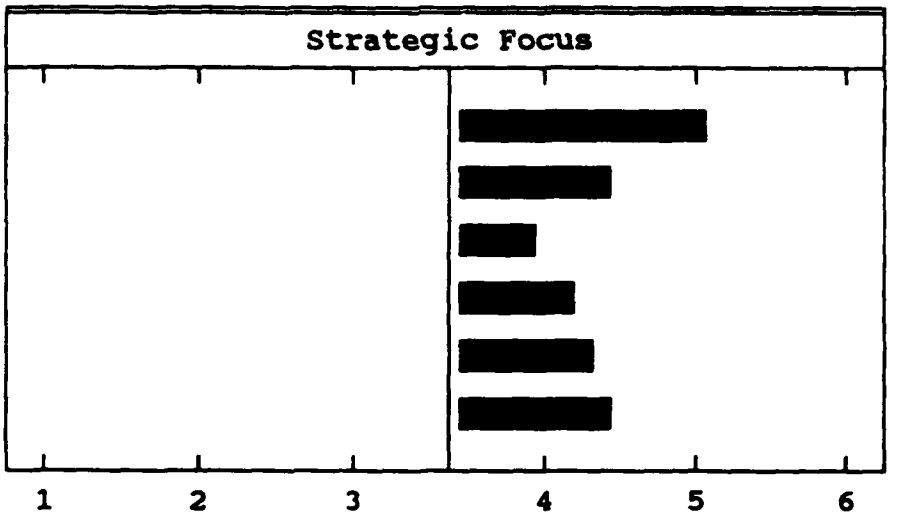

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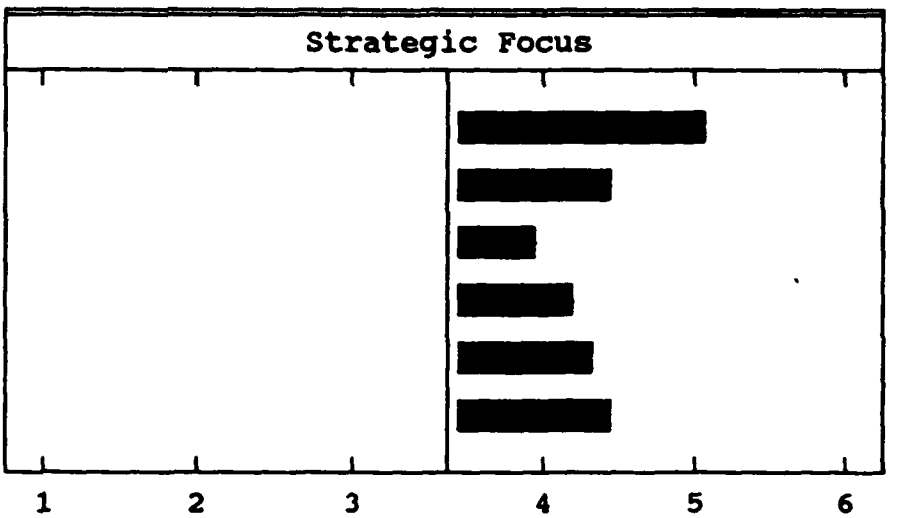

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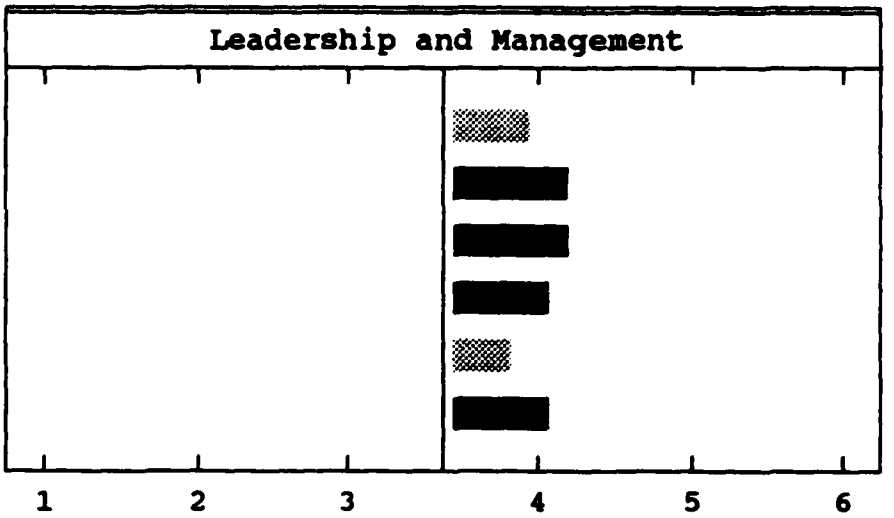

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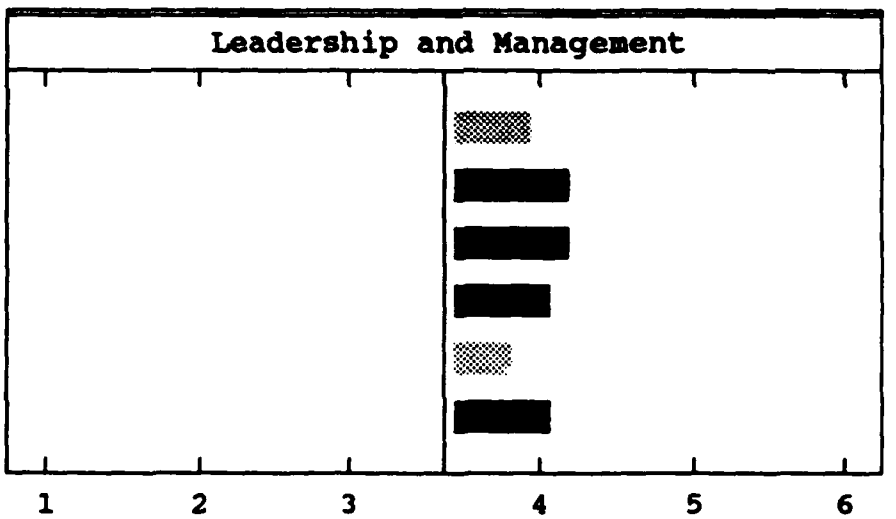

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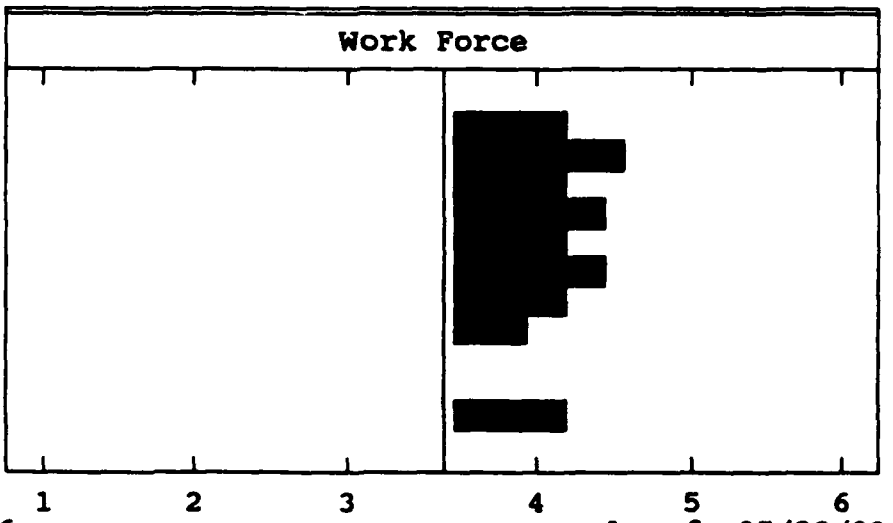

Aware of Productivity/Quality
Attitutes/Morale
Cooperation
Involvement
Perceptions of Work Environm.
Social Interactions
Task Characteristics
Rewards/Recognition

Overall Work Force

Number of Questionnaires: 26 As of: 05/22/93

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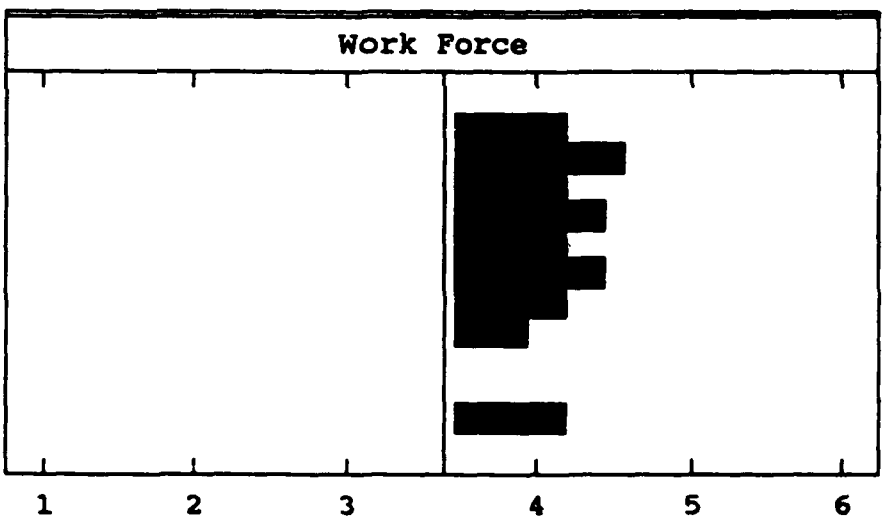

Aware of Productivity/Quality
Attitutes/Morale
Cooperation
Involvement
Perceptions of Work Environm.
Social Interactions
Task Characteristics
Rewards/Recognition

Overall Work Force

Number of Questionnaires: 26 As of: 05/22/93

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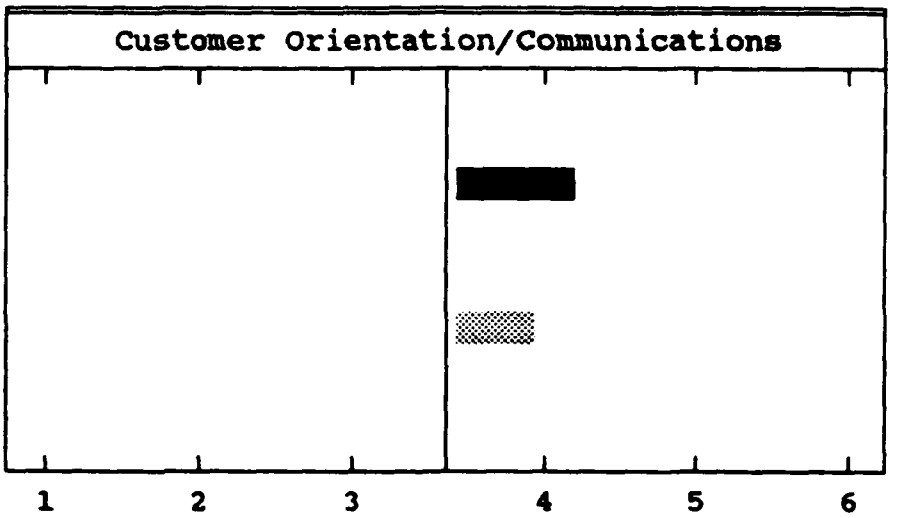

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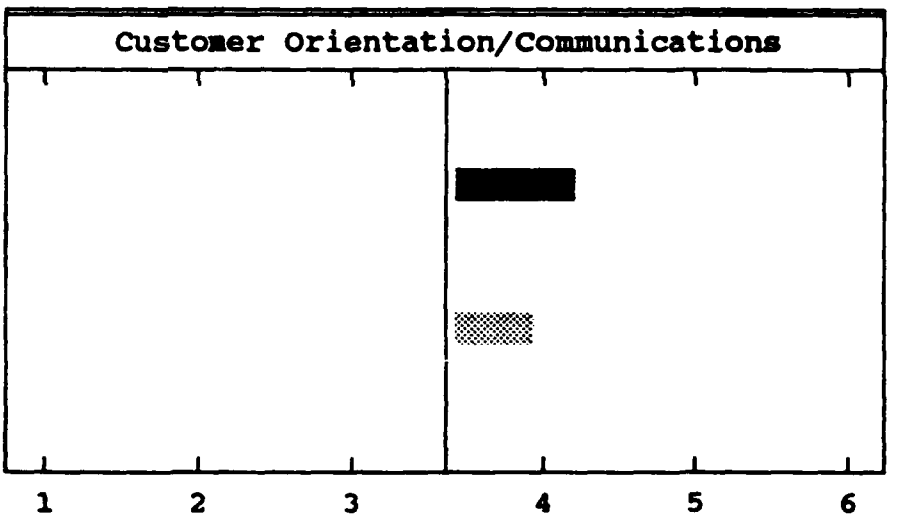

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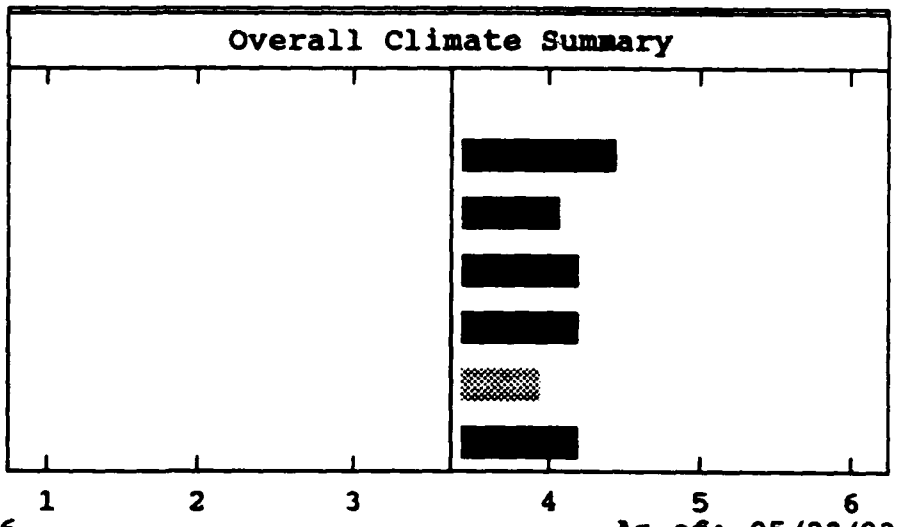

Number of Questionnaires: 26 As of: 05/22/93

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Consolidated Work Force Scores

Organization: HQ, U.S. Army Health Services Command
Work Unit: C

If any score is lower than or equal to 3.50, it means that some practices typically considered helpful for quality and/or productivity may be absent in your organization. You may want to review the actions/suggestions under the Ideas and Sources option.

Area / Category / Subcategory	Mean	Standard Deviation	95% Confidence Interval	
Awareness of Strategic Challenge	4.90	0.73	4.48	5.33
Vision for the Future	4.27	0.82	3.80	4.75
Innovation	4.11	1.10	3.47	4.74
Quality Policy/Philosophy	4.60	0.74	4.17	5.02
Value Systems/Ethics	4.69	0.72	4.27	5.11
Strategic Focus	4.54	0.66	4.16	4.93
Leader's Involvement	4.06	1.07	3.44	4.67
Leader's Visible Commitment to Goals	4.31	0.83	3.83	4.79
Supervisor's Role in Quality Improvement	4.21	1.07	3.60	4.83
Supervisor's Concern for Improvement	4.26	1.05	3.66	4.87
System/Structure for Quality Improvement	3.79	1.19	3.10	4.47
Leadership and Management	4.15	0.86	3.65	4.64
Awareness of Productivity/Quality Issues	4.18	0.97	3.62	4.74
Attitudes/Morale	4.50	0.80	4.04	4.96
Cooperation	3.88	1.18	3.20	4.56
Involvement	4.39	0.94	3.85	4.94
Perceptions of Work Environment	4.62	1.08	4.00	5.24
Social Interactions	4.07	1.25	3.35	4.80
Task Characteristics	4.05	1.15	3.38	4.71
Rewards/Recognition	3.53	1.24	2.81	4.24
Work Force	4.09	0.76	3.65	4.53
Customer Orientation	4.59	0.85	4.10	5.08
Customer Orientation	4.59	0.85	4.10	5.08
Communications	3.45	1.22	2.75	4.15
Communications	3.45	1.22	2.75	4.15
Climate	4.21	0.68	3.82	4.61

Number of Questionnaires: 14

As of: 05/19/93

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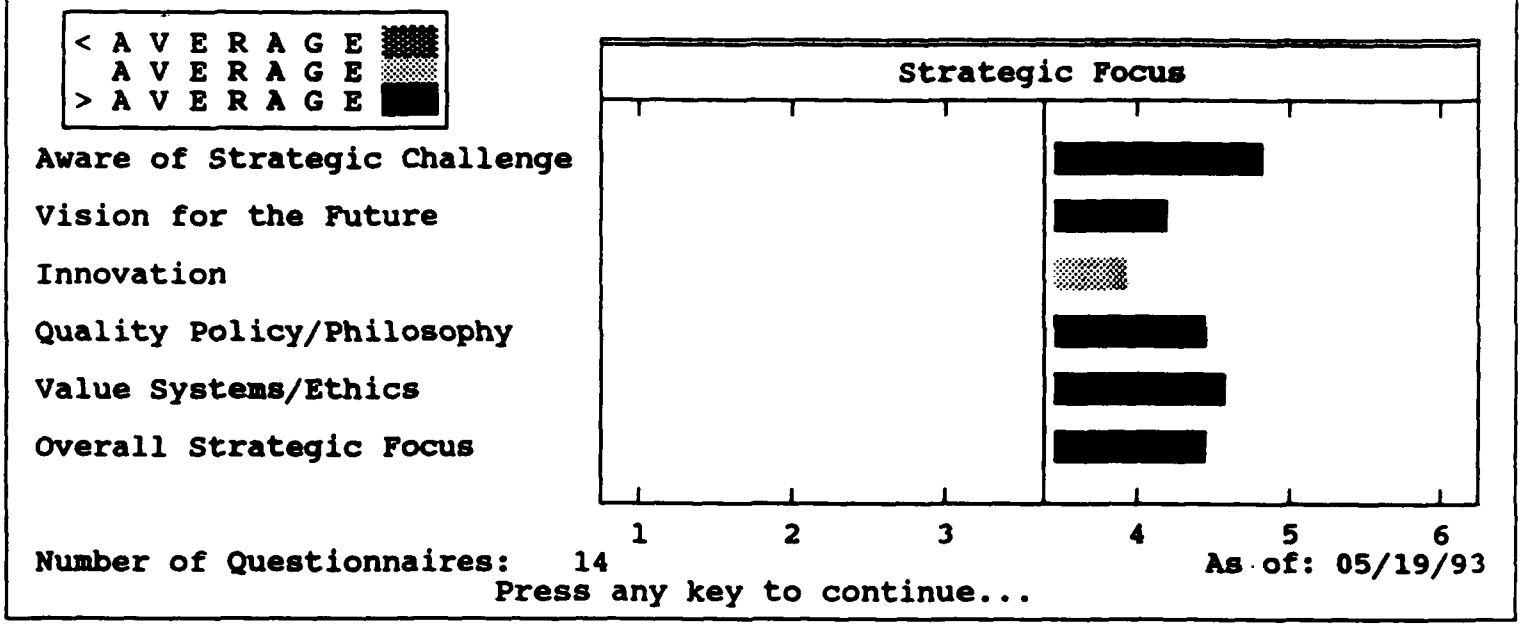

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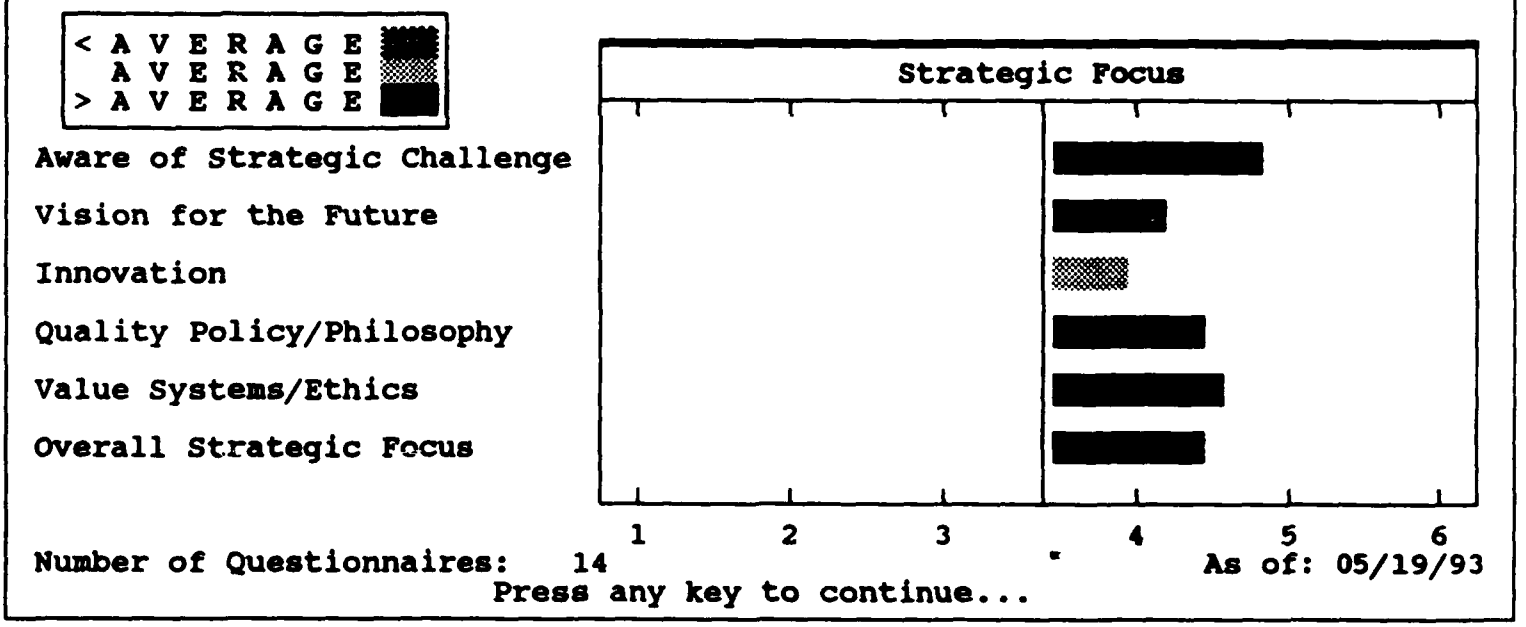

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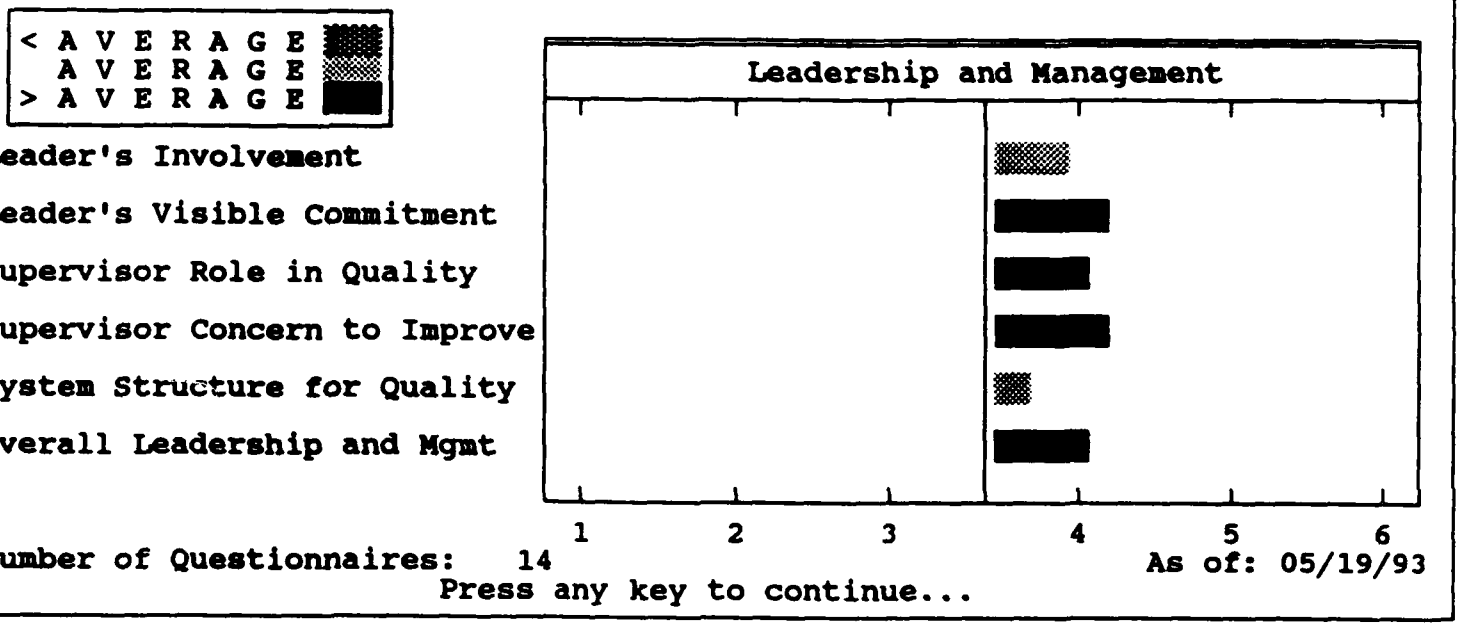

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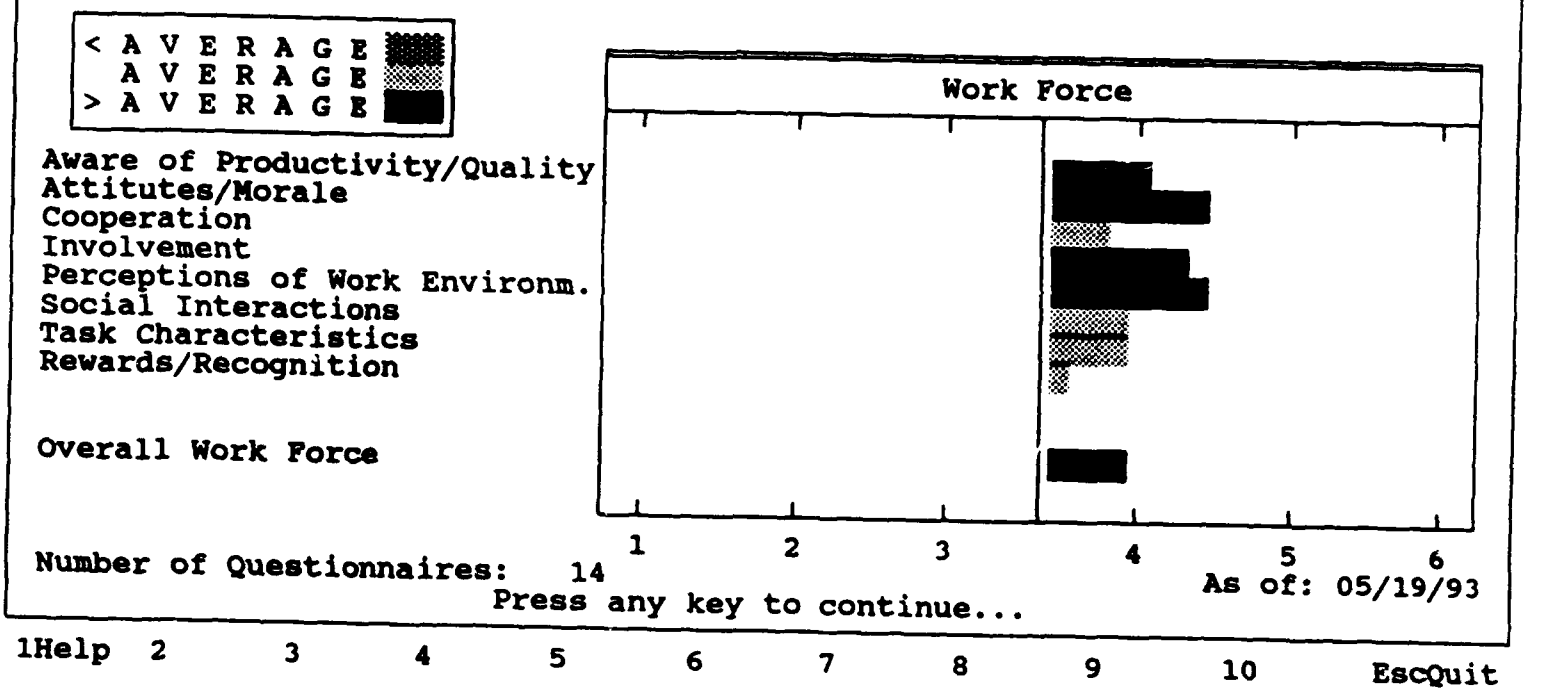

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As of: 05/19/93

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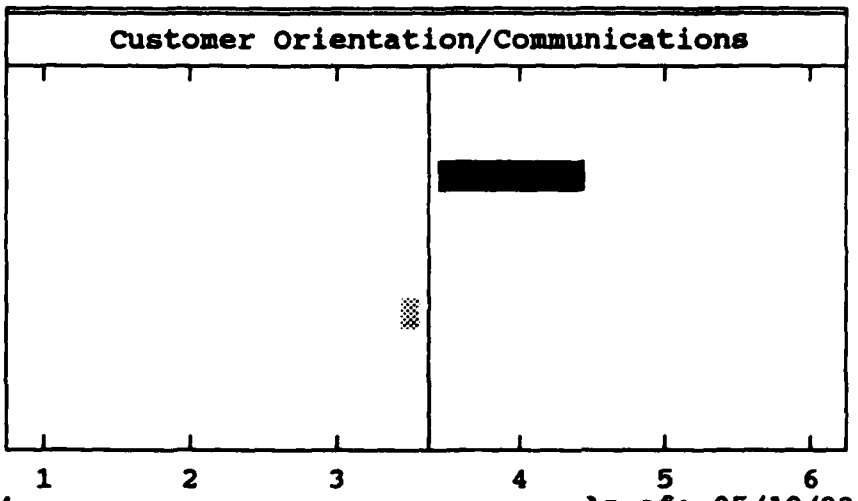

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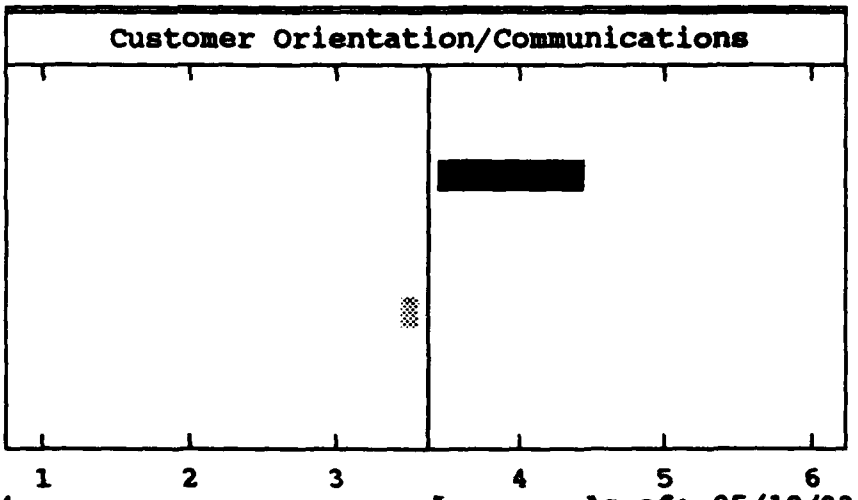

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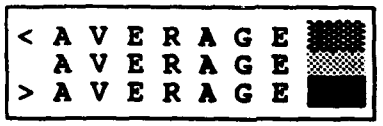

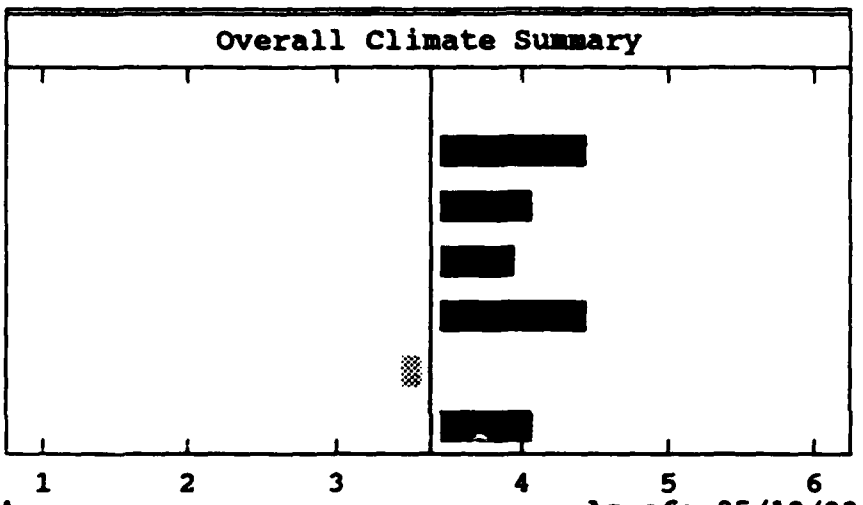

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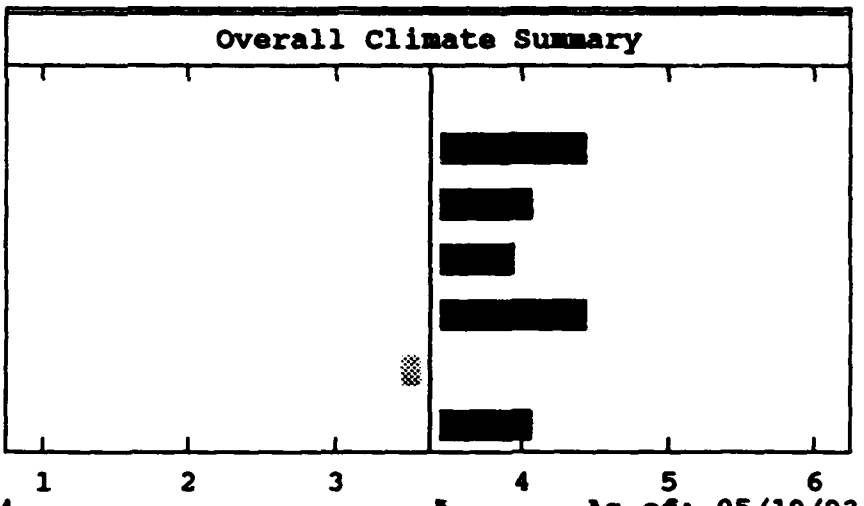

Number of Questionnaires: 14 As of: 05/19/93

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Consolidated Work Force Scores

Organization: HQ, U.S. Army Health Services Command
Work Unit: D

If any score is lower than or equal to 3.50, it means that some practices typically considered helpful for quality and/or productivity may be absent in your organization. You may want to review the actions/suggestions under the Ideas and Sources option.

Area / Category / Subcategory	Mean	Standard Deviation	95% Confidence Interval	
Awareness of Strategic Challenge	5.02	0.65	4.65	5.40
Vision for the Future	4.24	0.65	3.87	4.61
Innovation	4.04	0.57	3.71	4.37
Quality Policy/Philosophy	4.38	0.66	4.00	4.76
Value Systems/Ethics	4.52	0.50	4.23	4.81
Strategic Focus	4.47	0.50	4.18	4.76
Leader's Involvement	4.12	0.84	3.63	4.61
Leader's Visible Commitment to Goals	4.24	0.71	3.83	4.65
Supervisor's Role in Quality Improvement	4.26	1.28	3.53	5.00
Supervisor's Concern for Improvement	3.95	1.19	3.27	4.64
System/Structure for Quality Improvement	3.79	1.14	3.13	4.44
Leadership and Management	4.10	0.87	3.60	4.60
Awareness of Productivity/Quality Issues	3.71	1.07	3.10	4.33
Attitudes/Morale	4.24	1.04	3.64	4.84
Cooperation	4.26	0.86	3.77	4.76
Involvement	4.32	0.97	3.76	4.88
Perceptions of Work Environment	4.45	0.61	4.10	4.80
Social Interactions	4.68	0.50	4.39	4.97
Task Characteristics	3.83	1.06	3.22	4.45
Rewards/Recognition	3.70	0.82	3.23	4.17
Work Force	4.10	0.53	3.80	4.40
Customer Orientation	4.27	0.68	3.88	4.66
Customer Orientation	4.27	0.68	3.88	4.66
Communications	3.86	0.74	3.43	4.28
Communications	3.86	0.74	3.43	4.28
Climate	4.19	0.56	3.86	4.51

Number of Questionnaires: 14

As of: 05/19/93

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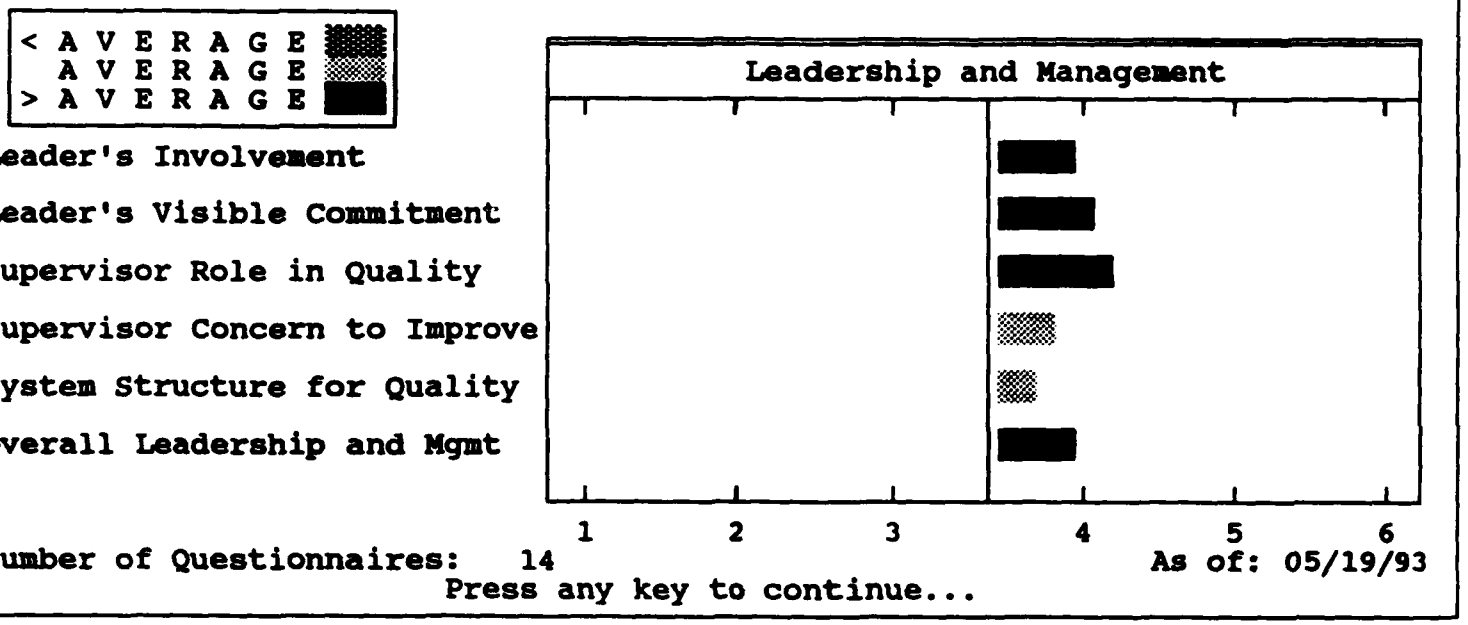

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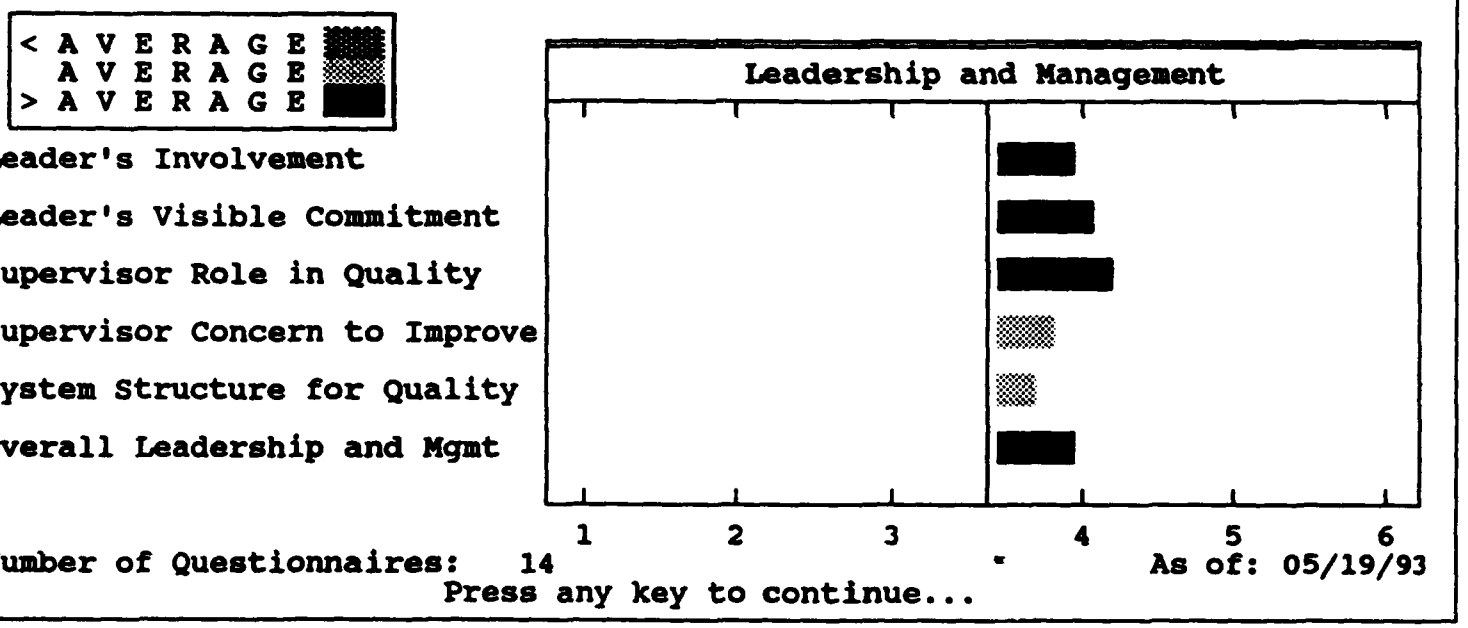

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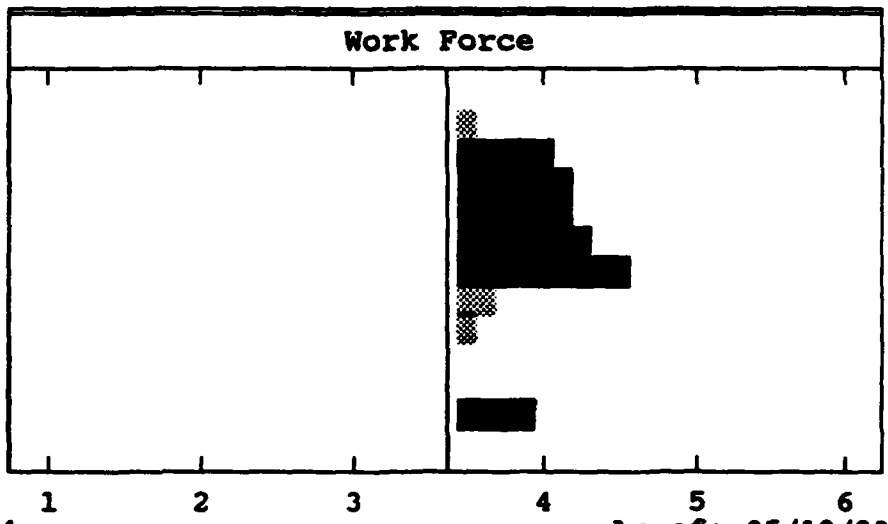

Aware of Productivity/Quality
Attitutes/Morale
Cooperation
Involvement
Perceptions of Work Environm.
Social Interactions
Task Characteristics
Rewards/Recognition

Overall Work Force

Number of Questionnaires: 14 As of: 05/19/93

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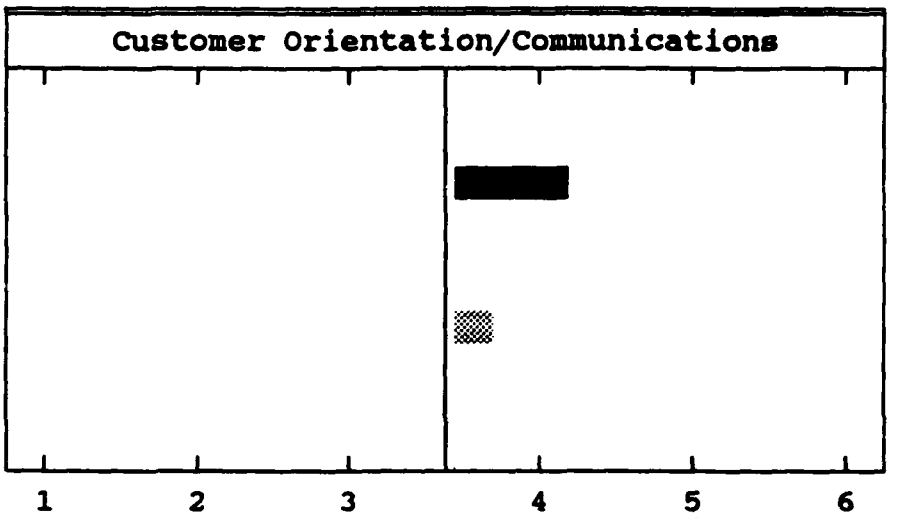

Customer Orientation

Communications

Number of Questionnaires: 14 As of: 05/19/93

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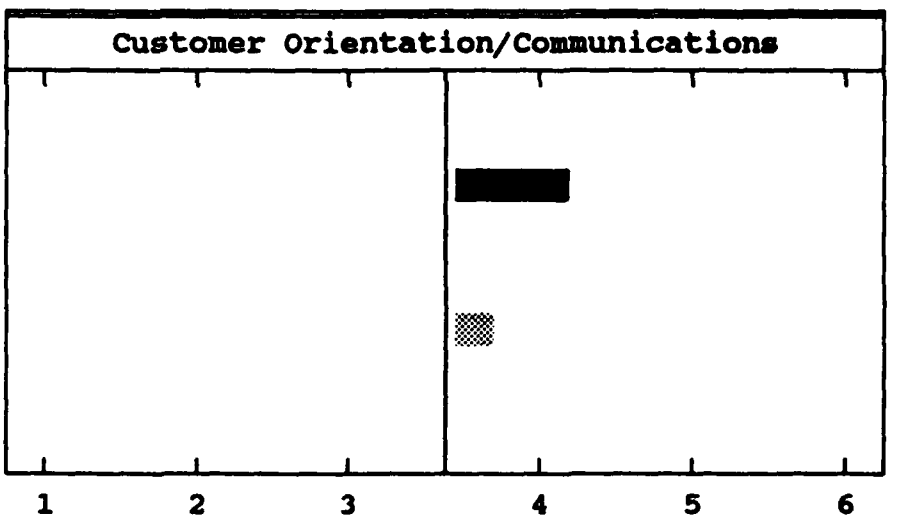

Customer Orientation

Communications

Number of Questionnaires: 14 As of: 05/19/93

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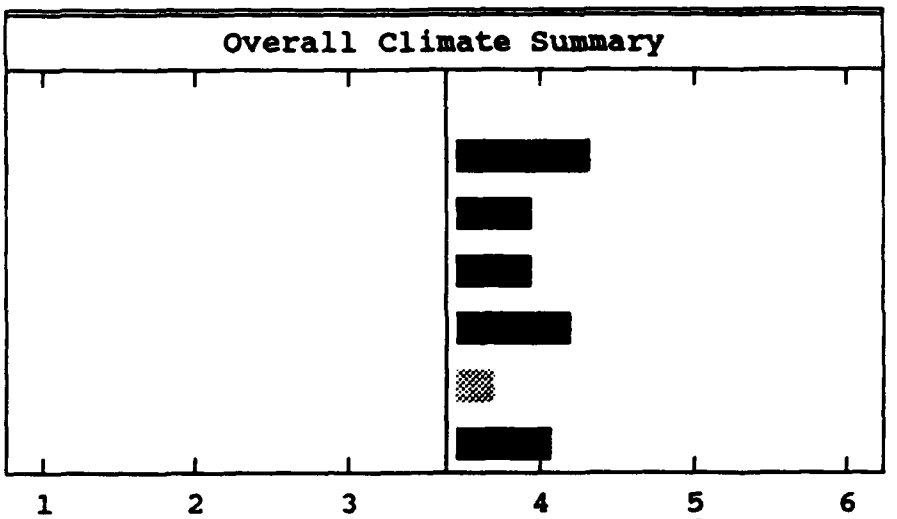

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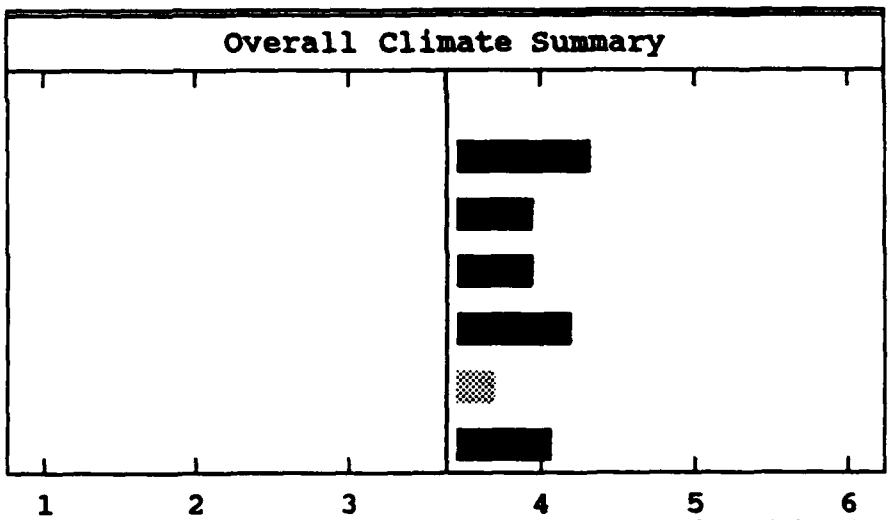

Number of Questionnaires: 14 As of: 05/19/93

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Consolidated Work Force Scores

Organization: HQ, U.S. Army Health Services Command
Work Unit: E

If any score is lower than or equal to 3.50, it means that some practices typically considered helpful for quality and/or productivity may be absent in your organization. You may want to review the actions/suggestions under the Ideas and Sources option.

Area / Category / Subcategory	Mean	Standard Deviation	95% Confidence Interval	
Awareness of Strategic Challenge	5.25	0.64	4.84	5.66
Vision for the Future	3.81	1.11	3.10	4.51
Innovation	3.88	1.26	3.07	4.68
Quality Policy/Philosophy	4.17	0.99	3.54	4.80
Value Systems/Ethics	4.47	0.61	4.08	4.86
Strategic Focus	4.35	0.65	3.94	4.76
Leader's Involvement	3.81	0.99	3.18	4.43
Leader's Visible Commitment to Goals	4.31	0.90	3.73	4.88
Supervisor's Role in Quality Improvement	4.08	0.84	3.55	4.62
Supervisor's Concern for Improvement	3.61	1.19	2.86	4.37
System/Structure for Quality Improvement	3.67	0.94	3.07	4.26
Leadership and Management	3.91	0.80	3.40	4.42
Awareness of Productivity/Quality Issues	3.50	1.30	2.68	4.32
Attitudes/Morale	4.44	0.88	3.89	5.00
Cooperation	3.92	1.02	3.27	4.56
Involvement	3.88	1.21	3.11	4.64
Perceptions of Work Environment	4.22	1.14	3.50	4.95
Social Interactions	4.21	0.92	3.63	4.79
Task Characteristics	3.75	1.17	3.00	4.50
Rewards/Recognition	3.75	0.99	3.12	4.38
Work Force	3.95	0.80	3.44	4.46
Customer Orientation	4.52	0.91	3.94	5.10
Customer Orientation	4.52	0.91	3.94	5.10
Communications	3.48	1.19	2.70	4.27
Communications	3.48	1.19	2.70	4.27
Climate	4.06	0.66	3.63	4.48

Number of Questionnaires: 12

As of: 05/19/93

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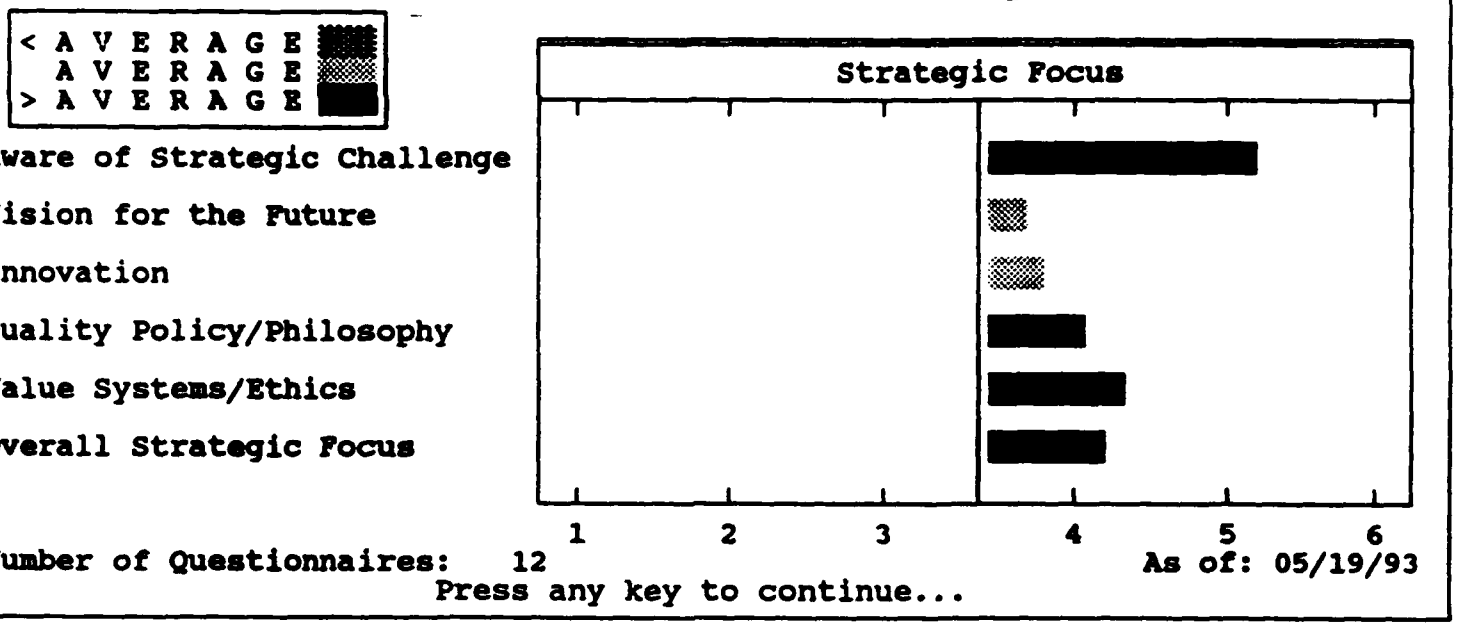

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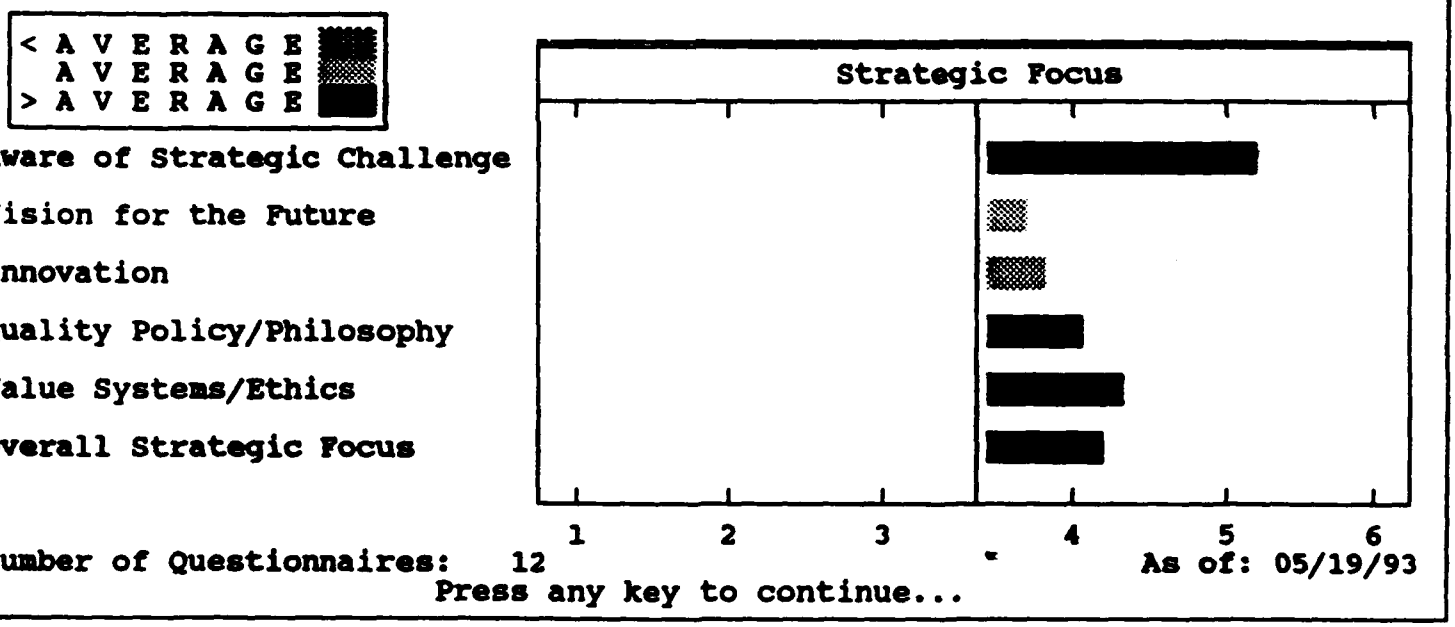

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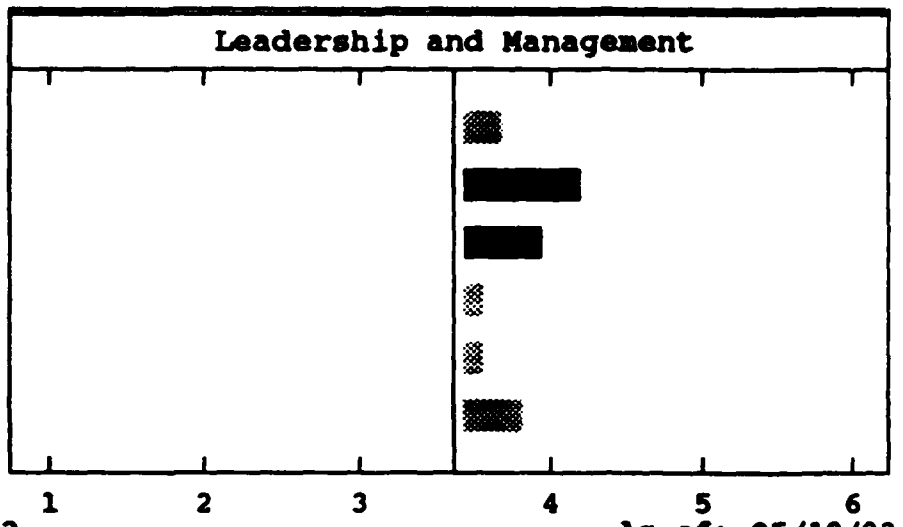

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Leadership and Management
Leader's Involvement
Leader's Visible Commitment
Supervisor Role in Quality
Supervisor Concern to Improve
System Structure for Quality
Overall Leadership and Mgmt
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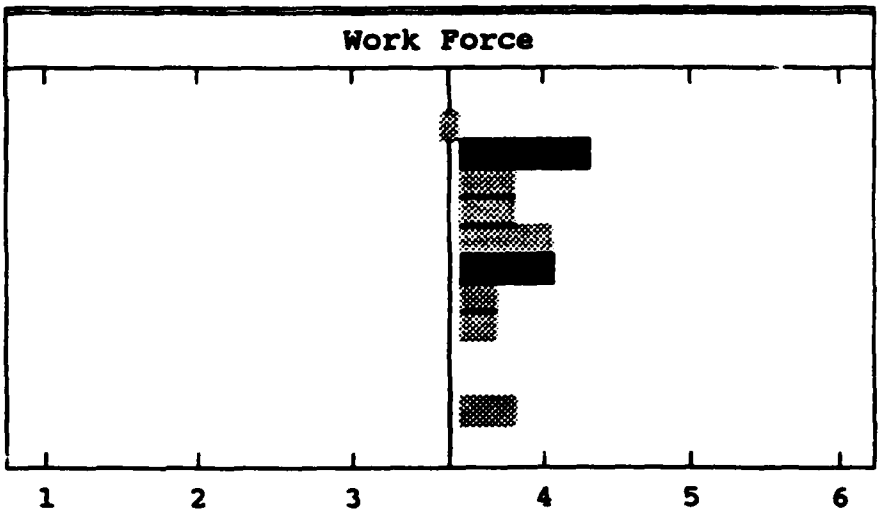

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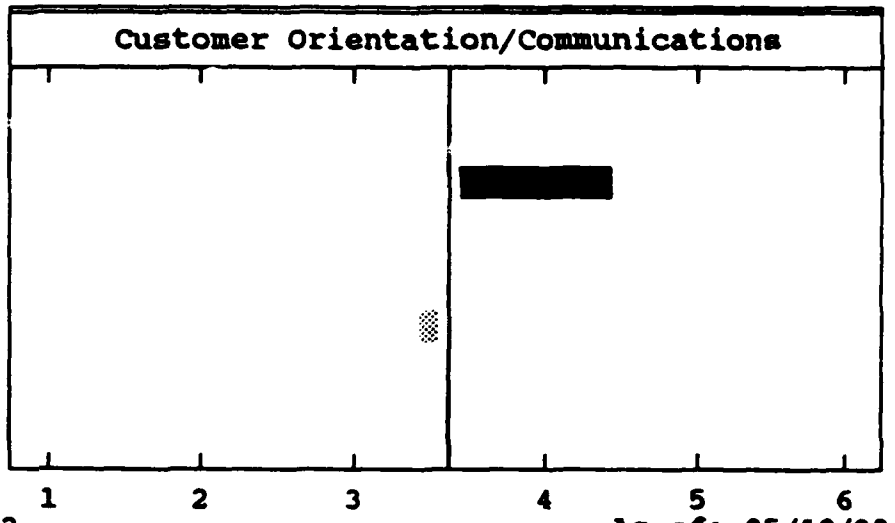

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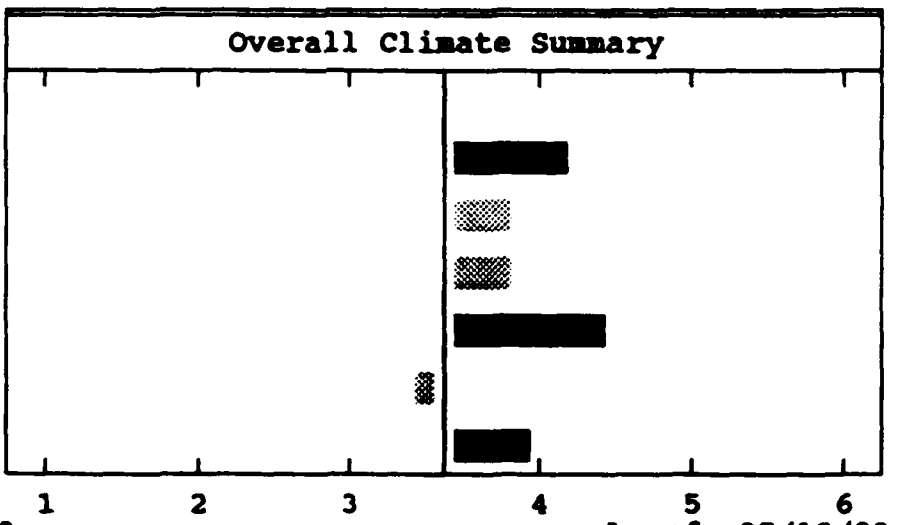

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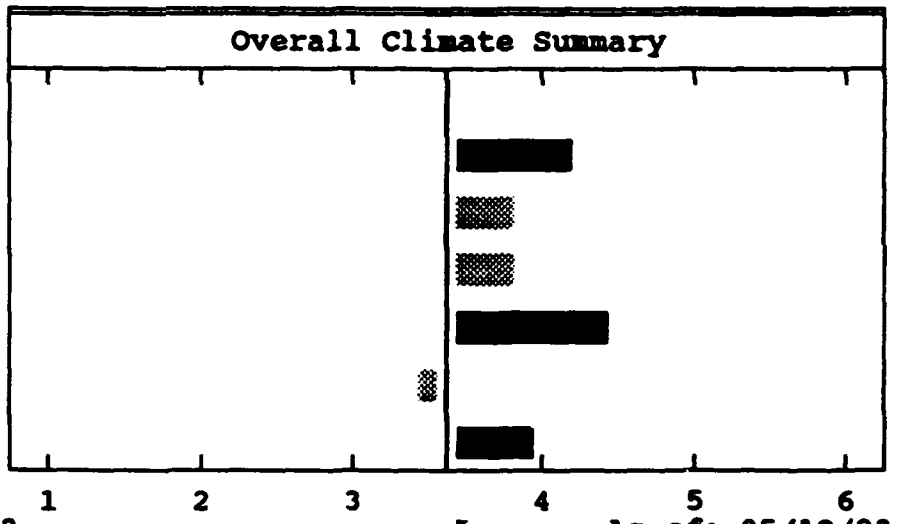

Number of Questionnaires: 12 As of: 05/19/93

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Consolidated Work Force Scores

Organization: HQ, U.S. Army Health Services Command
Work Unit: F

If any score is lower than or equal to 3.50, it means that some practices typically considered helpful for quality and/or productivity may be absent in your organization. You may want to review the actions/suggestions under the Ideas and Sources option.

Area / Category / Subcategory	Mean	Standard Deviation	95% Confidence Interval	
Awareness of Strategic Challenge	4.93	0.67	4.54	5.31
Vision for the Future	3.79	1.03	3.19	4.38
Innovation	4.04	1.05	3.43	4.64
Quality Policy/Philosophy	4.12	1.17	3.44	4.80
Value Systems/Ethics	4.74	0.94	4.20	5.28
Strategic Focus	4.34	0.77	3.90	4.79
Leader's Involvement	3.90	1.23	3.20	4.61
Leader's Visible Commitment to Goals	4.02	1.22	3.32	4.73
Supervisor's Role in Quality Improvement	4.02	1.39	3.22	4.82
Supervisor's Concern for Improvement	3.79	1.19	3.10	4.47
System/Structure for Quality Improvement	3.39	1.27	2.66	4.13
Leadership and Management	3.86	1.06	3.25	4.47
Awareness of Productivity/Quality Issues	3.64	1.35	2.86	4.42
Attitudes/Morale	4.71	0.88	4.21	5.22
Cooperation	4.19	0.78	3.74	4.64
Involvement	4.14	1.55	3.25	5.04
Perceptions of Work Environment	4.24	1.10	3.60	4.87
Social Interactions	5.00	0.96	4.45	5.55
Task Characteristics	3.98	1.25	3.25	4.70
Rewards/Recognition	3.59	0.93	3.05	4.13
Work Force	4.13	0.69	3.73	4.52
Customer Orientation	3.82	1.35	3.04	4.60
Customer Orientation	3.82	1.35	3.04	4.60
Communications	3.43	1.40	2.62	4.24
Communications	3.43	1.40	2.62	4.24
Climate	4.06	0.78	3.61	4.51

Number of Questionnaires: 14

As of: 05/19/93

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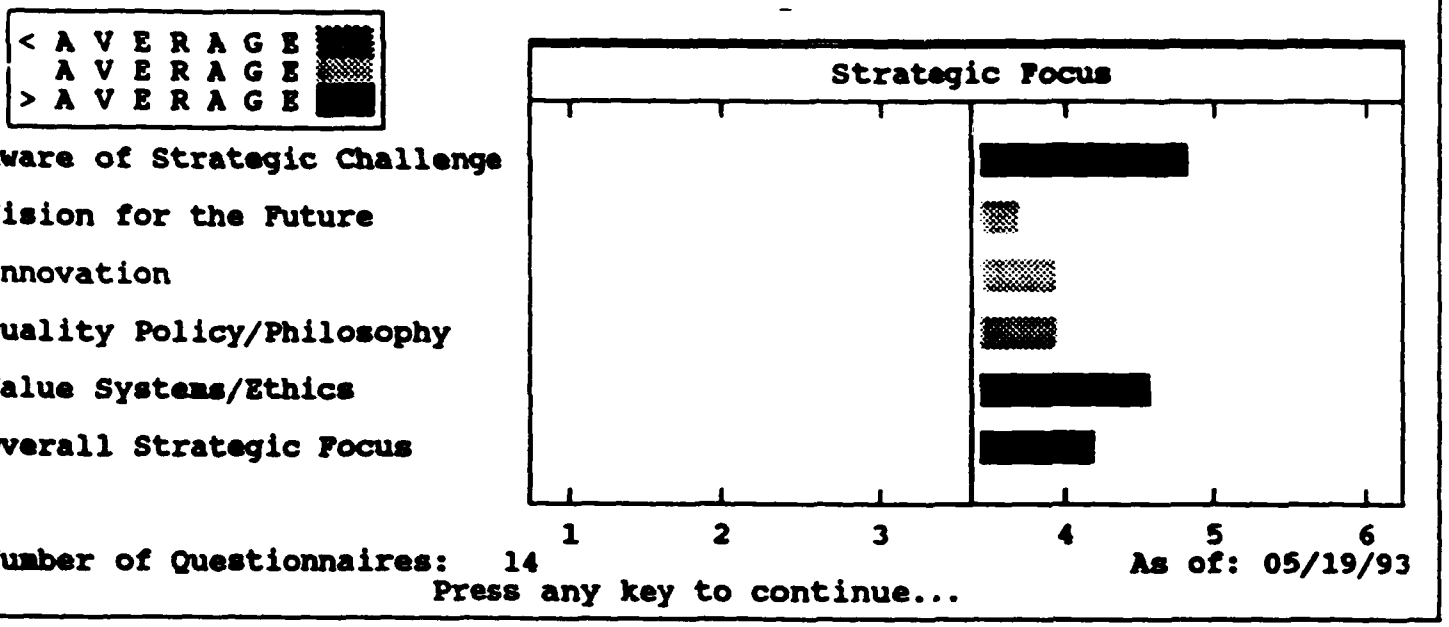

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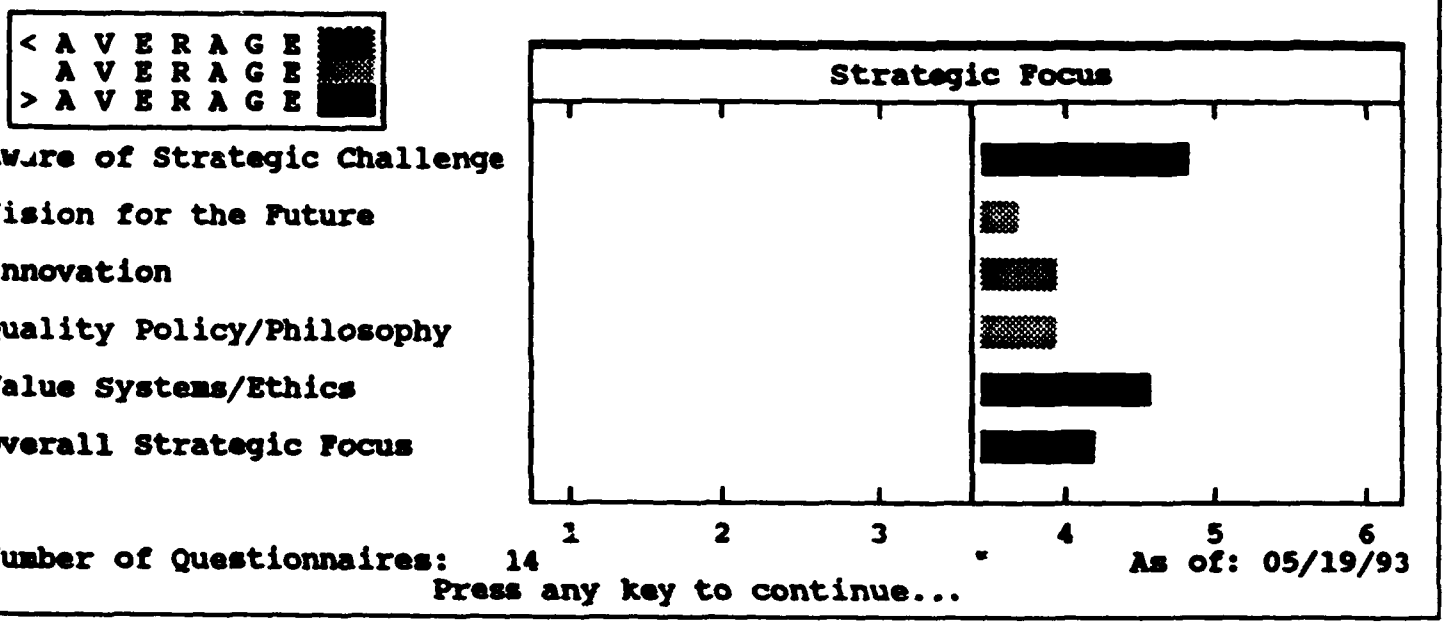

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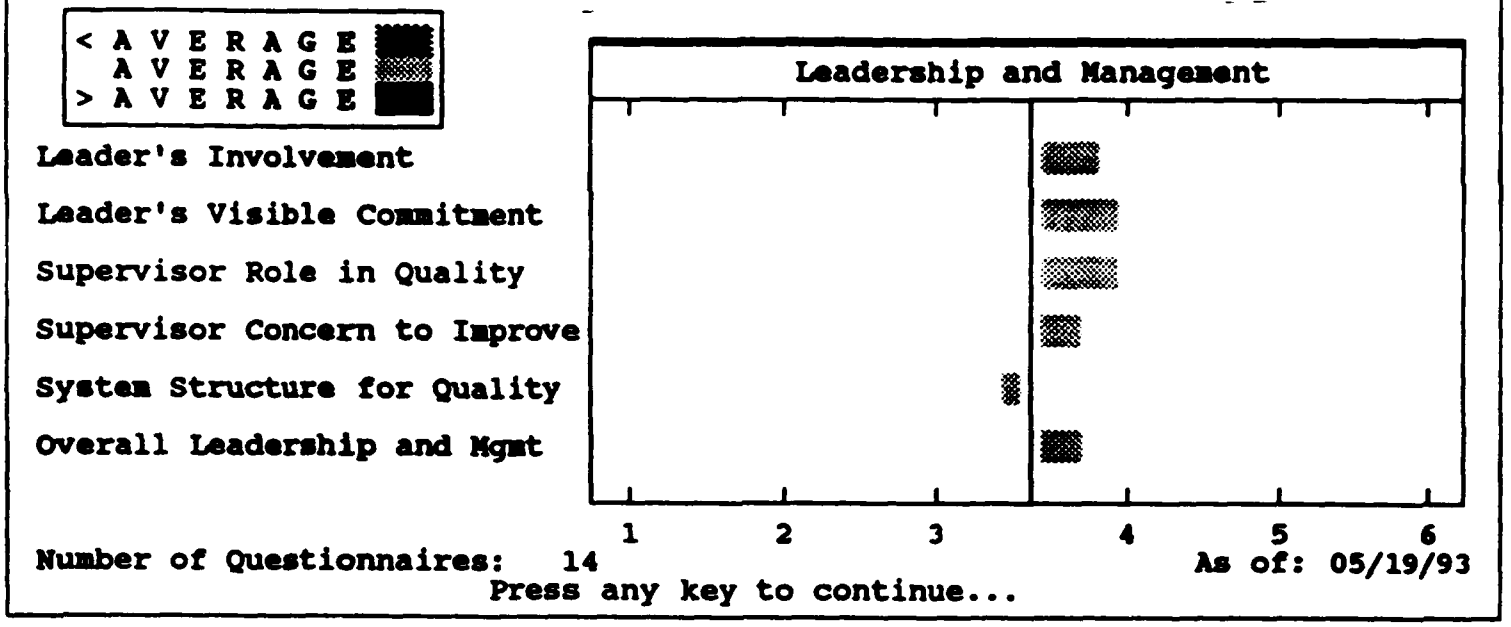

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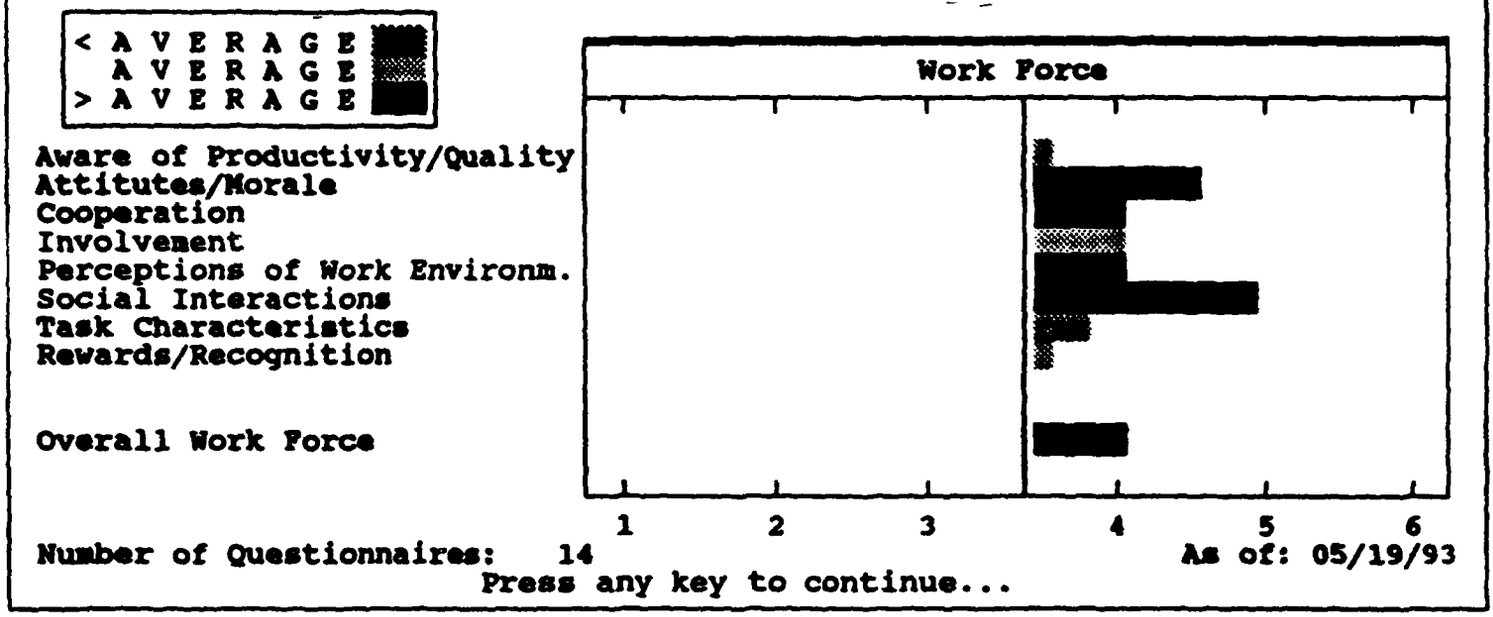

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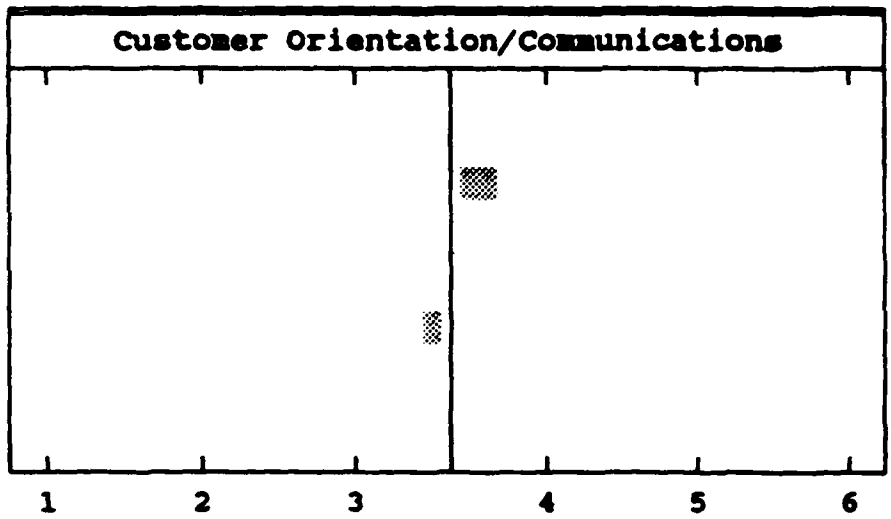

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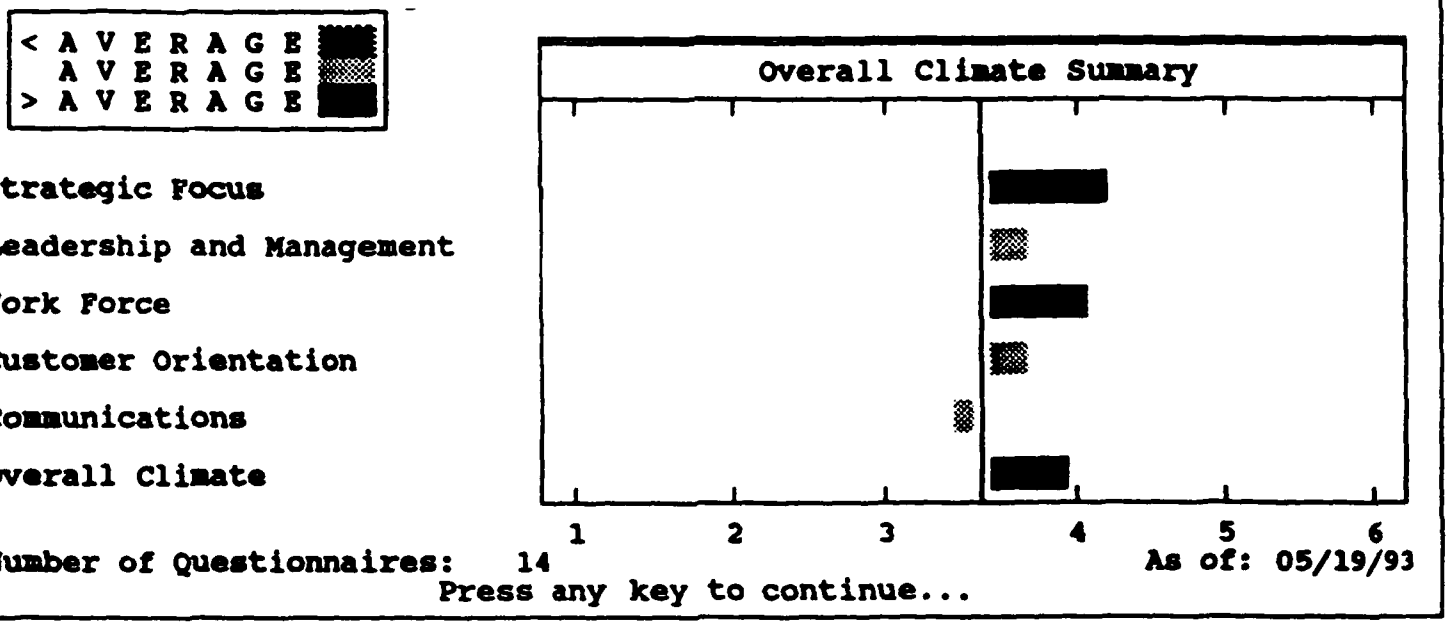

Number of Questionnaires: 14 As of: 05/19/93

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Consolidated Work Force Scores

Organization: HQ, U.S. Army Health Services Command
Work Unit: G

If any score is lower than or equal to 3.50, it means that some practices typically considered helpful for quality and/or productivity may be absent in your organization. You may want to review the actions/suggestions under the Ideas and Sources option.

Area / Category / Subcategory	Mean	Standard Deviation	95% Confidence Interval	
Awareness of Strategic Challenge	4.61	0.80	4.07	5.14
Vision for the Future	3.85	0.87	3.26	4.44
Innovation	3.00	1.00	2.33	3.67
Quality Policy/Philosophy	3.73	0.80	3.19	4.26
Value Systems/Ethics	4.09	1.15	3.32	4.86
Strategic Focus	3.92	0.72	3.44	4.41
Leader's Involvement	3.21	0.89	2.62	3.81
Leader's Visible Commitment to Goals	3.45	0.96	2.81	4.10
Supervisor's Role in Quality Improvement	3.73	0.99	3.06	4.39
Supervisor's Concern for Improvement	3.42	1.02	2.74	4.11
System/Structure for Quality Improvement	3.18	0.87	2.59	3.77
Leadership and Management	3.42	0.81	2.87	3.96
Awareness of Productivity/Quality Issues	3.45	1.13	2.70	4.21
Attitudes/Morale	3.88	0.86	3.30	4.46
Cooperation	3.39	0.79	2.87	3.92
Involvement	3.82	0.87	3.23	4.41
Perceptions of Work Environment	3.94	0.89	3.34	4.54
Social Interactions	3.68	1.10	2.94	4.42
Task Characteristics	4.12	0.72	3.64	4.60
Rewards/Recognition	3.40	1.04	2.70	4.10
Work Force	3.69	0.63	3.27	4.12
Customer Orientation	3.70	0.60	3.30	4.11
Customer Orientation	3.70	0.60	3.30	4.11
Communications	3.15	0.85	2.58	3.72
Communications	3.15	0.85	2.58	3.72
Climate	3.65	0.54	3.29	4.02

Number of Questionnaires: 11

As of: 05/21/93

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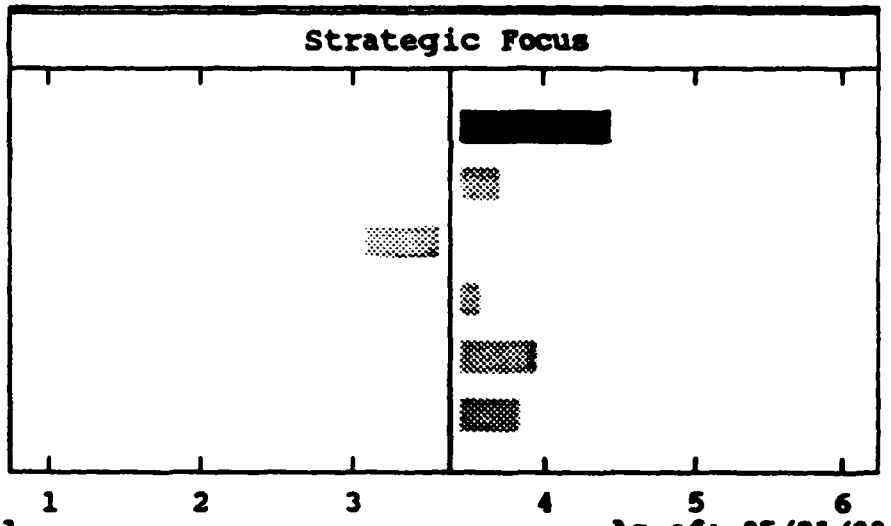

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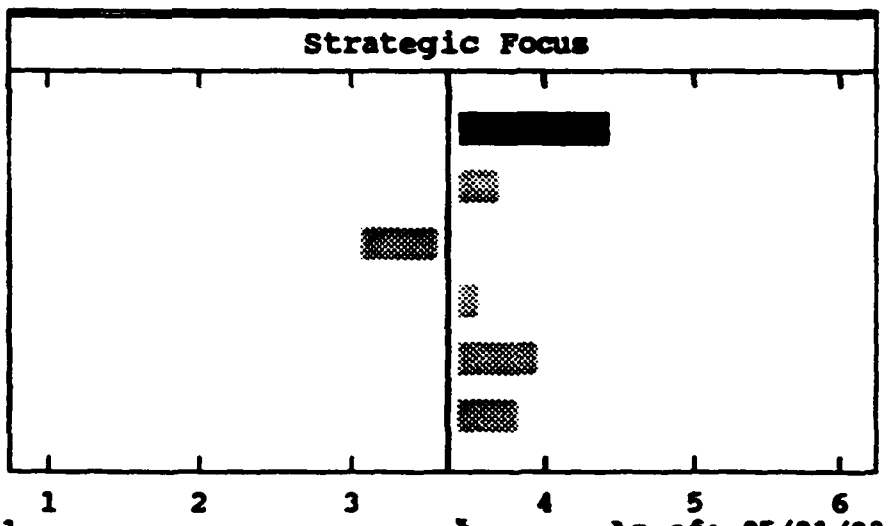

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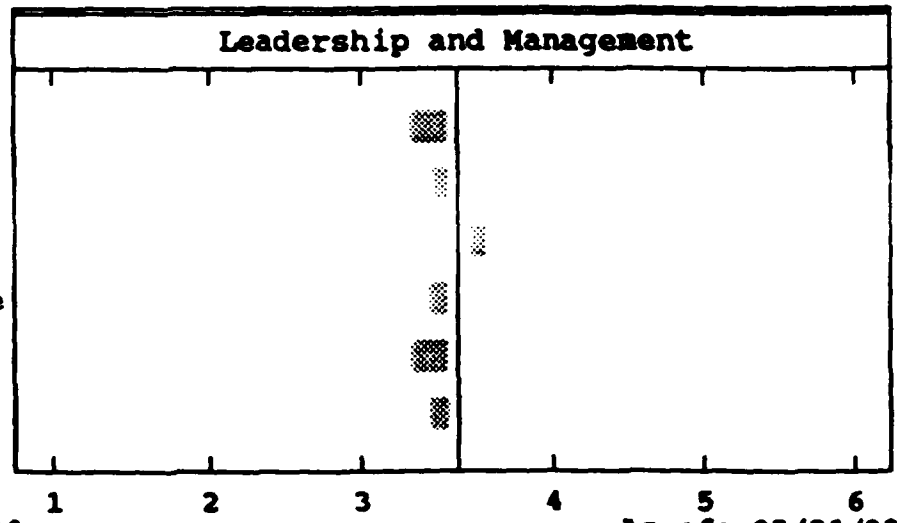

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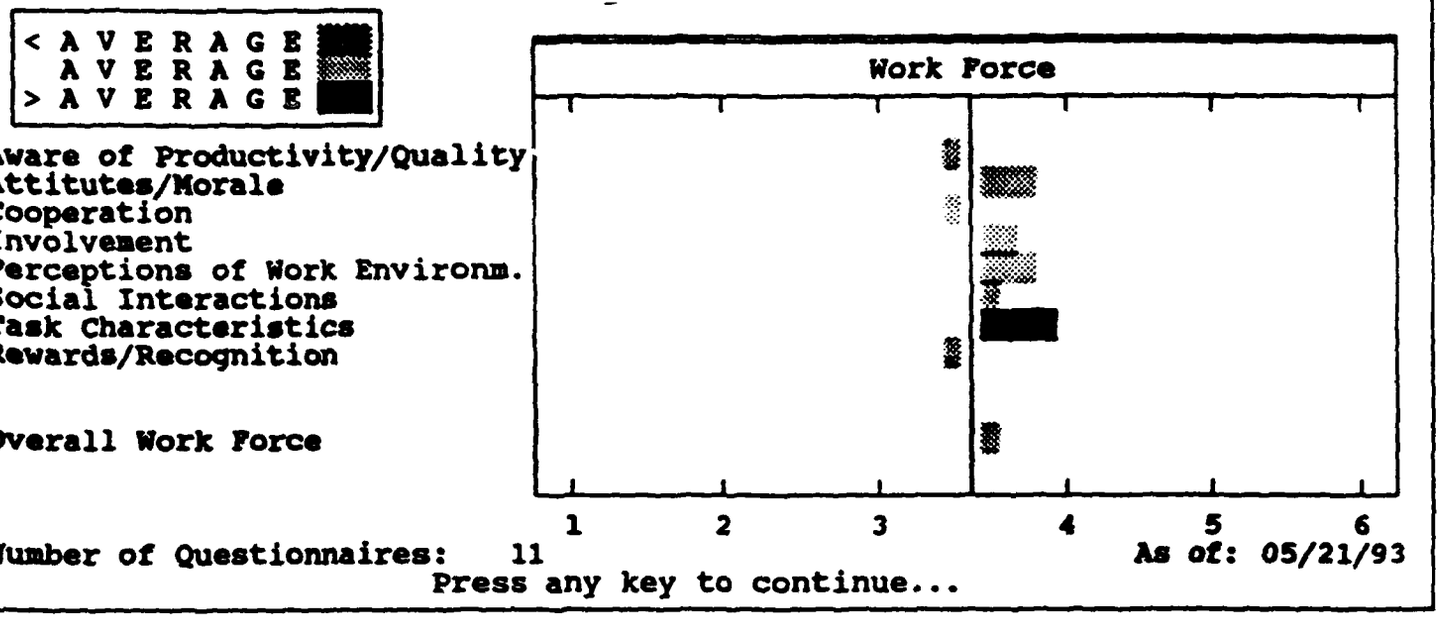

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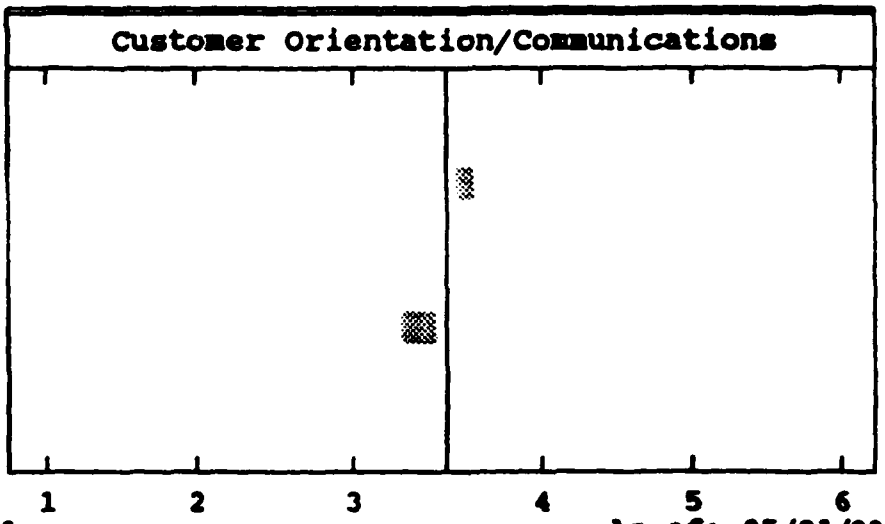

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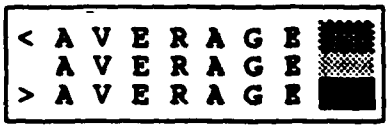

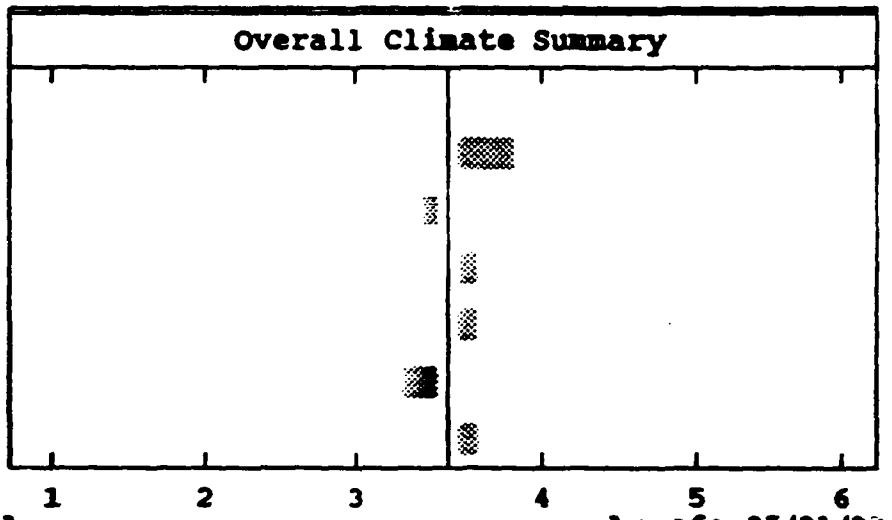

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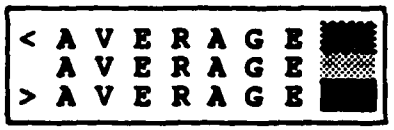

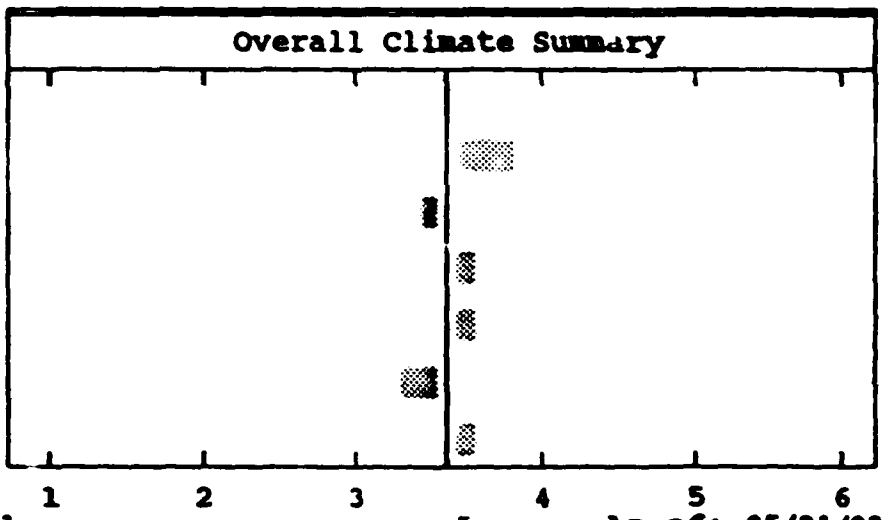

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"RESPONSIVE AND DEDICATED TO THE PEOPLE WE SERVE"

HQ, U.S. ARMY HEALTH SERVICES COMMAND

MISSION STATEMENT

The mission of HQ HSC is to provide quality health services, education, research & development, and training, to support the mission of the U.S. Army in all contingencies.

VISION STATEMENT

The vision of HQ HSC is to become a worldwide healthcare delivery command providing customer oriented, quality, accessible, and efficient health care while ensuring a (battle focused) trained and ready medical force to support the Department of Defense.

VALUES

At HQ HSC we Value:

*Integrity and respect to be trusted by all customers

*Competence in the required education required to care for people

*Candor to deal openly and honestly with human lives

*Courage to make difficult decisions for the betterment of mankind

*Commitment to high quality health services for ALL customers

*Caring and compassionate attitudes for our patients and employees

*Respect for human dignity and life

*Teamwork and participative managment to accomplish a common goal

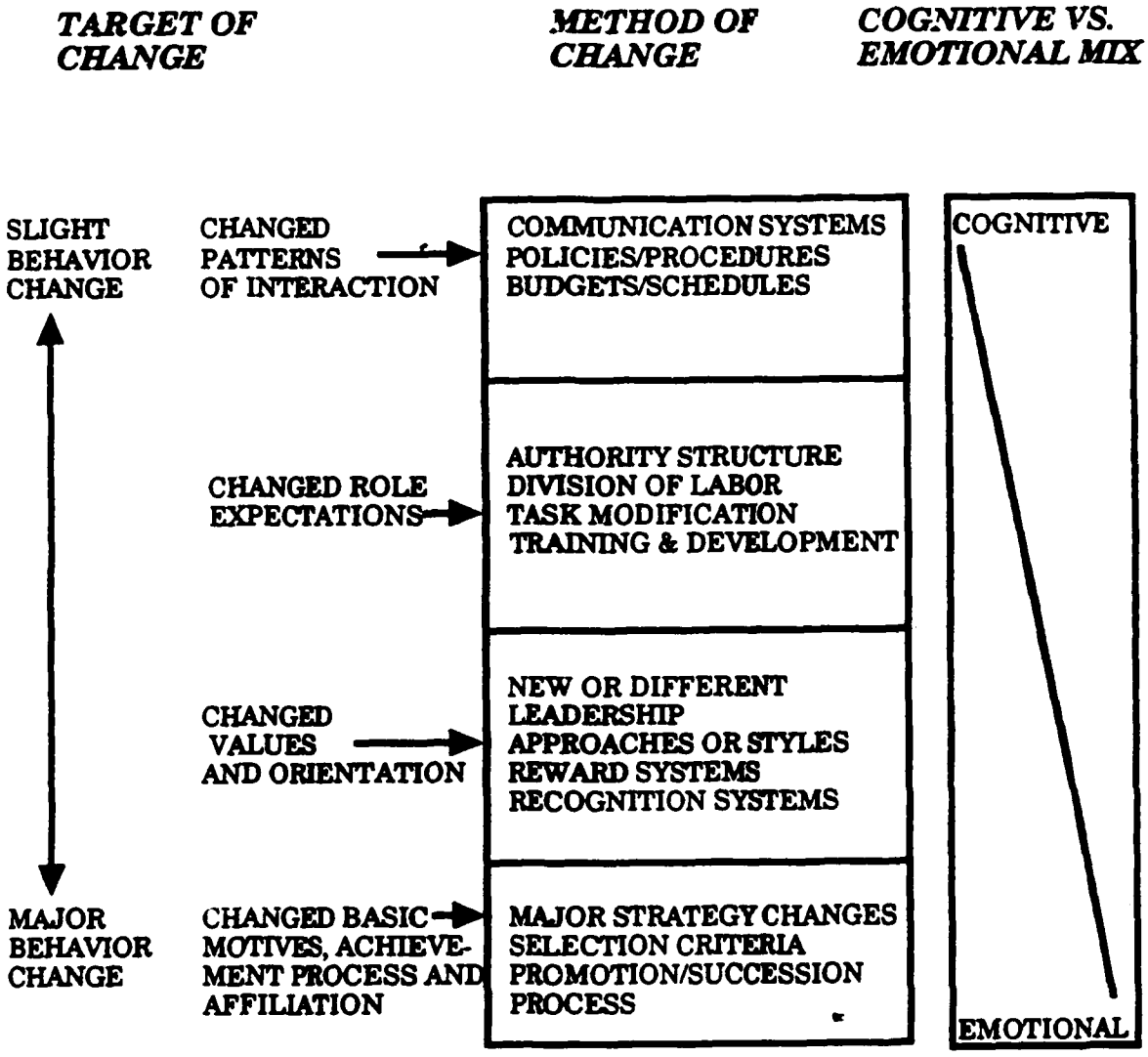
*Accountable to the people we serve

*Proactive and prevention oriented management

These values are inherent to the traditions and dedicated service of our professional military and civilian employees who are committed to the people we serve.

Appendix E

SYSTEM CHANGES



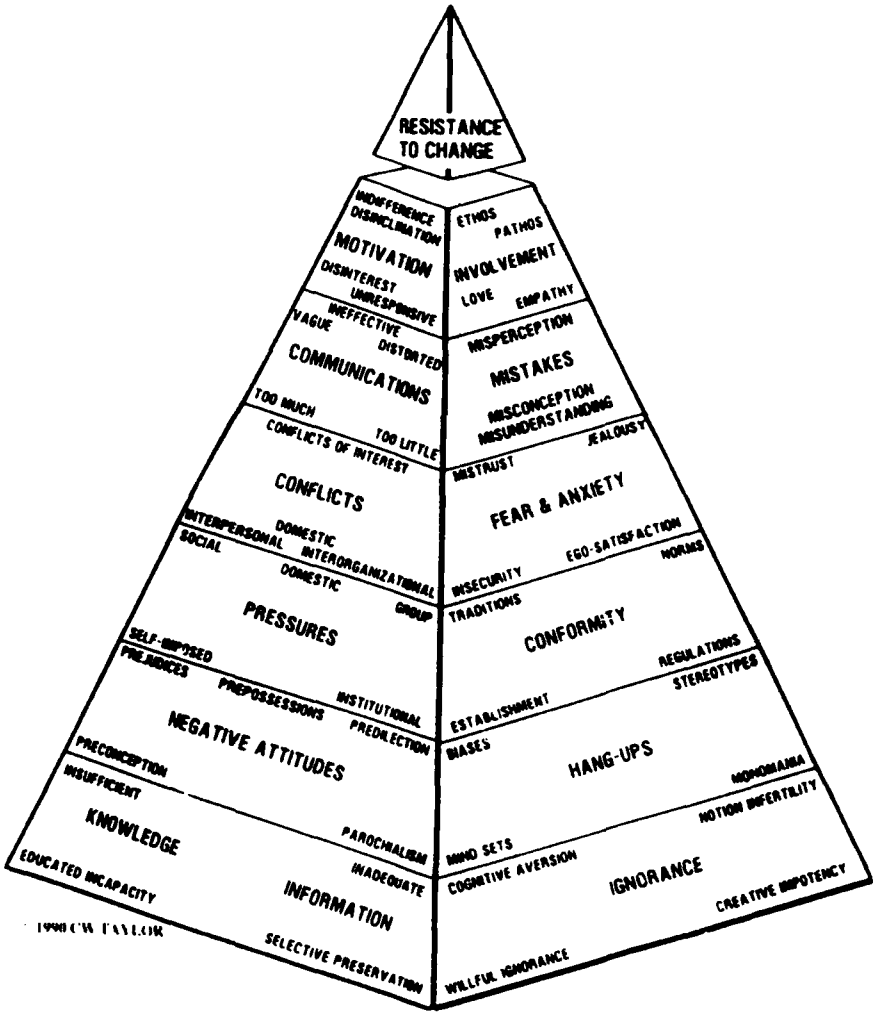


Figure 1. The Barriers Pyramid.

Appendix G